SEPTEMBER, 1957 2s. 3d.

Personnel Management & Methods

WELFARE · SAFETY · HEALTH · CANTEEN · EFFICIENCY AIDS

Eyes On The Future
(see page 15)

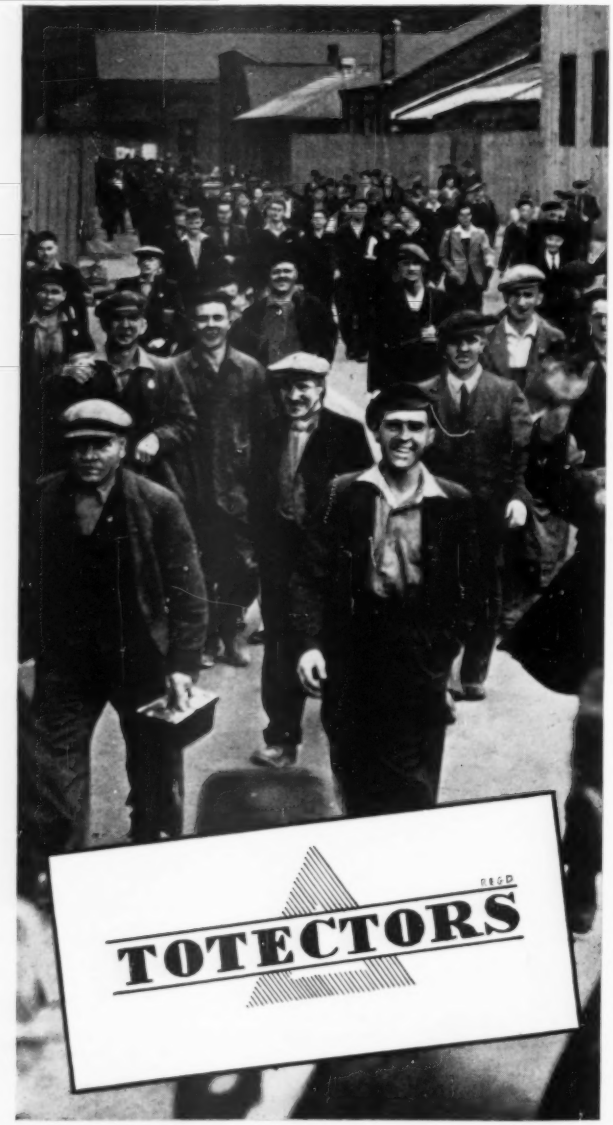
★

Making Executives Articulate
(see page 19)

★

Legal Problems At Work
(see page 31)

Who foots the bill for foot injuries in the factory?



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SEPTEMBER 1957

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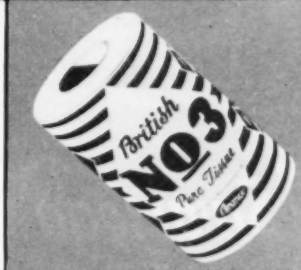

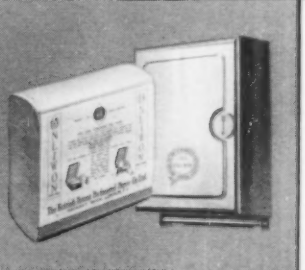

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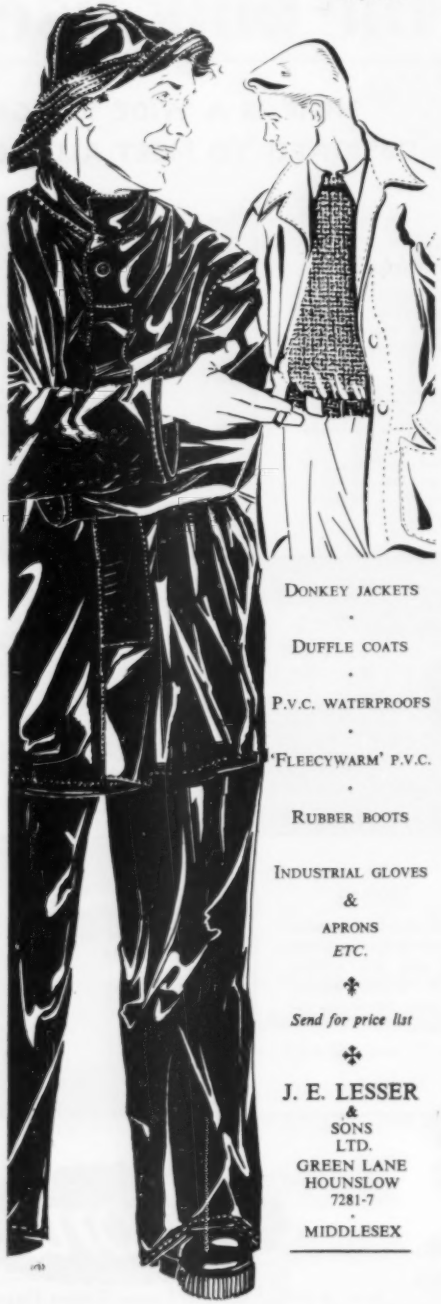

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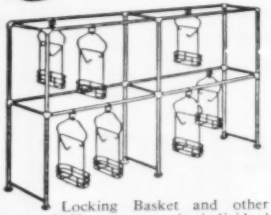

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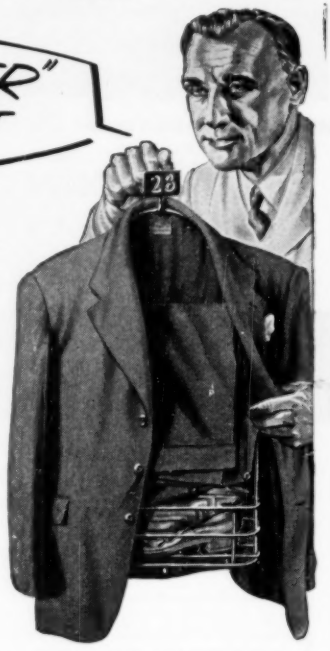

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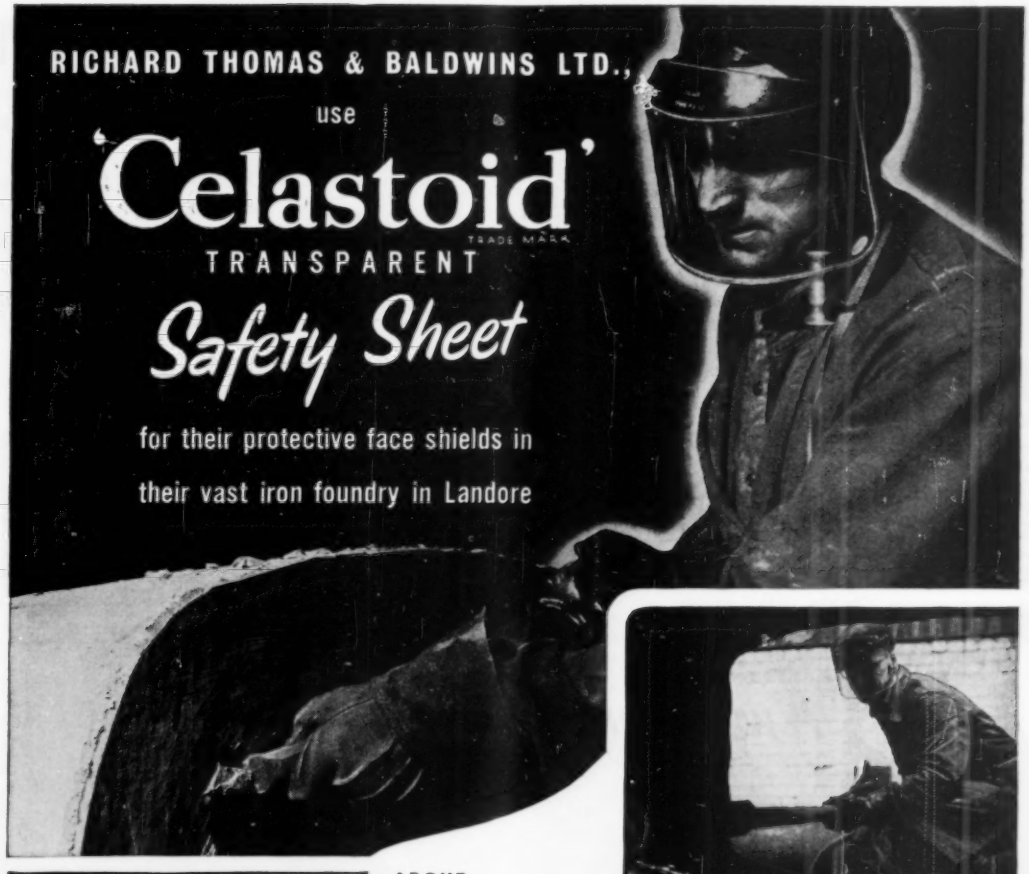
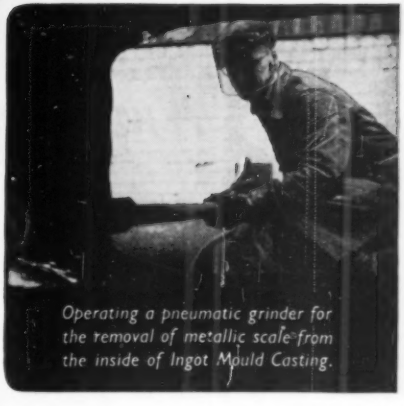
Safety Sheet

for their protective face shields in their vast iron foundry in Landore





Operating a pneumatic grinder for the removal of metallic scale from the inside of Ingot Mould Casting.

ABOVE
Operating a pneumatic chisel for the removal of metal fins from an Ingot Mould casting.

Cleaning out Slag Tap-hole of a Cupola Furnace used for the melting of Pig Iron.

'Celastoid' **transparent** safety sheet is crystal-clear. It is tough. It is shatterproof. It has just those qualities that make it the choice of men who have to work close to danger in perfect safety. It moulds easily to shape. For visors, for goggles, for machine-guards, for protective sheeting of all kinds, 'Celastoid' has proved it can take it.

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Photo by courtesy of The Universal Grinding Wheel Company Ltd., Stafford.

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to personnel manageresses

for furthering the comfort and well-being of female workers

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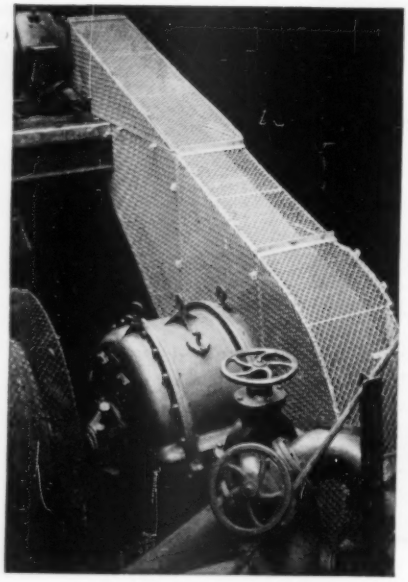

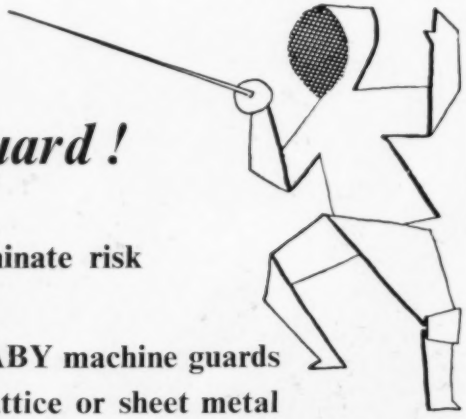

on guard!

. . . eliminate risk

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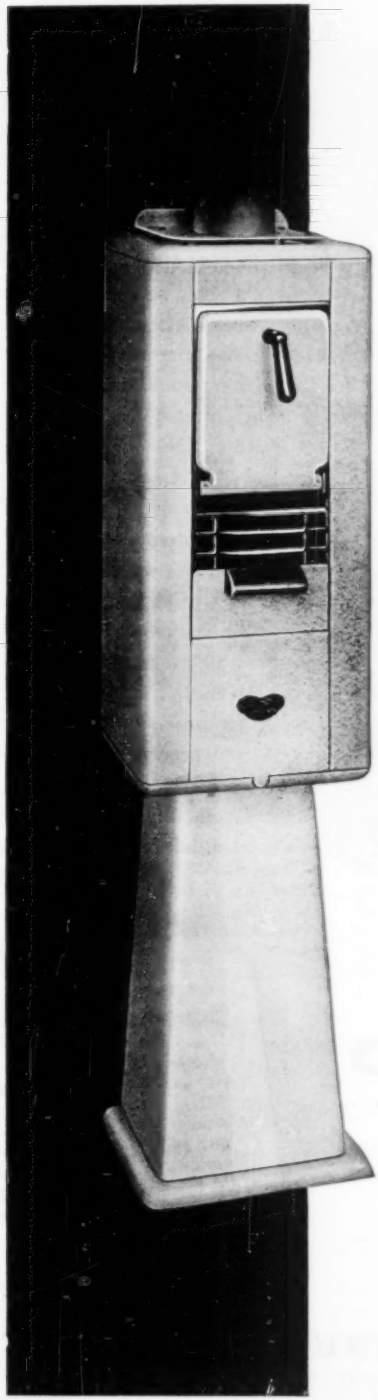

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Point Counter Point

Challenging Ideas & Events in Personnel Management

SHOULD WE RESIGN ?

"If every personnel manager really matched himself to the problem of creating a good, co-operative atmosphere in his particular firm, and was prepared to offer his resignation if he failed to achieve this atmosphere, there might be a lot of so-called personnel managers looking for jobs—but the state of industrial relations would be altered unrecognisably for the better. How often does one read that the sequel to a strike or other symptom of industrial unrest has been the resignation of the personnel manager?"

J. Victor Darrington, The Factory Manager, *July, 1957.*

THIS is one of those assertions that need to be pruned to such an extent that in the end there is hardly anything left. At the same time it raises the important issue of how much blame for the present state of industrial relations can be placed on personnel managers as a whole.

When strikes occur at a national level the personnel manager, like the general public, is generally a victim of events. Whether he is a hire-and-fire bully or a dedicated idealist, it is not he who determines basic wage rates or the hours to be worked. Moreover, men will strike at the behest of their unions whether they work in firms "with a good, co-operative atmosphere" or in one where a special machine tool would be needed to cut the tension. These are facts so obvious as to be hardly worth repeating. For most of the idiocies that periodically paralyse our economic recovery, personnel managers as a body or as individuals are not responsible.

At the factory level, of course, the Personnel Department can make or destroy the morale of the whole undertaking, but here again so much depends on external factors—on, for example, the amount of authority vested in the Department and on the strength and attitude of union representation within the plant. It is by no means uncommon for top management to set up such a department as a sop to Cerberus and then expect it to work miracles, just as there are still a number of firms where the personnel manager's function is regarded with hostility or patronage by other executives. These attitudes may be dying out but they die hard and where trouble does break out in a works it does not necessarily mean that the personnel manager is a sinister incompetent who should be sacked right away.

On the other hand, it is all too easy to fall into the way of thinking that certain human situations are beyond human aid. This was admirably expressed by Paul F. Blau in the summer issue of the E.P.A. journal where, writing on the attitudes of management and labour, he said:

"On one point at least there seems to be a basic difference of attitude, in both groups, between America and Europe. The Americans are far less prejudiced than we and more easily convinced that 'something can be done about it'. We have accepted technical progress not only as inevitable but as useful (people who long for Arcadian times often have cars and even drive them) but at the same time we accept the *battlefield of work* as a given and unchangeable fact, where nothing or very little can be done about it. It is a

Or, should I have said, "forty years' undetected crime" ?

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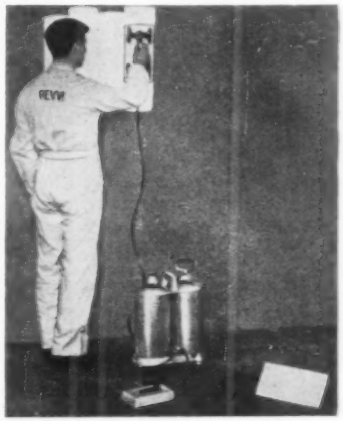
WITH THE

"REVVI"

Wall Washing Machine

Improves Working Conditions
Stimulates Hygiene



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A saving of at least one half of the normal labour costs is effected.

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The cylinders of the REVVI machine are filled with clear water and REVVI detergent solution respectively, and both water and solution are kept under pressure by a few strokes of a manually-operated air pump. A few minutes' pumping is sufficient to last the day's operations.

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- Hi-Dri is the most economical and efficient method of providing a clean, dry towel *every time!*
- Hi-Dri has immediate absorbency and stays very strong even when wet.
- No queueing in the washroom.
- Used Hi-Dri is easily disposed of — including germs.
- Hi-Dri Dispenser Cabinets supplied and installed *free* on loan.
- Hi-Dri is not just a paper towel, it's a complete drying service!

Hi-Dri
PAPER TOWELS

Point Counter Point

kind of fatalism, the fruit of sad experience of many decades, in some professions even of centuries. It is 'inevitable' that boilermakers become deaf and miners and quarry workers get silicosis. Management and labour shrug their shoulders, muttering of professional risk; labour asks for compensation and leaves it at that".

It does not matter whether the personnel manager came up the hard way or through a course in industrial psychology. If he is a good one, he will favour the "American" way. If he prefers the "European" attitude he may even come to regard his own resignation as "inevitable".

ALL IN A DAY'S WORK

THE house journal *Cubitts News* reprinted the following letter from a Barbadian bricklayer to a firm of civil engineering contractors on the island:

"Respected Sir,

When I got to the building I found that the hurricane had knocked some bricks off the top. So I rigged up a beam with a pulley at the top and hoisted up a couple of barrels full of bricks. When I had fixed the building there was a lot of bricks left over. I hoisted the barrel back up again and secured the line at the bottom, and then went up and filled the barrel with extra bricks. Then I went to the bottom and cast off the line.

Unfortunately, the barrel of bricks was heavier than I was and before I knew what was happening, the barrel started down, jerking me off the ground. I decided to hang on and halfway up I met the barrel coming down and received a severe blow on the shoulder. I then continued to the top, banging my head against the beam and getting my fingers jammed in the pulley. When the barrel hit the ground it busted its bottom, allowing all the bricks to spill out. I was now heavier than the barrel and so started down again at high speed. Halfway down I met the barrel coming up and received severe injuries to my shins. When I hit the ground I landed on the bricks, getting several painful cuts from sharp edges.

At this point I must have lost my presence of mind because I let go the line. The barrel then came down, giving me another heavy blow on the head and putting me in hospital.

I respectfully request sick leave".

Shipbuilding on the Clyde by Stanley Spencer is one of the paintings now on view at the Art and Labour Exhibition organised by the I.L.O. in Geneva. Twenty-eight countries have contributed some of their finest works.

EYES ON THE FUTURE

A SIGNPOST for things to come is contained in the news that from the 25th to the 27th of this month the Isotope School at Harwell has arranged a three-day course for senior executives to give them some idea of the limitless uses to which radioisotopes can be put.

The course will include visits to the Harwell reactors and to the Wantage Radiation Laboratories where research is going on into the use of large radioactive sources for the irradiation of foodstuffs, pharmaceuticals and other manufactured articles. There will be talks on safety precautions to be taken when using radioactive material and on some of the factors involved in turning an ordinary laboratory into an "active" laboratory.

Lectures will give enough background information for non-technical executives to appreciate the scope of radioisotopes and the emphasis throughout will be on their practical uses in industry.

In addition, a wide range of the most up-to-date equipment used in the handling of isotopes will be demonstrated. Our front cover, for example, illustrates the flexibility of the remote handling gear which has been developed for this purpose. The substance being handled is colloidal gold 198. More vividly than words, it typifies how tentatively we are groping our way into the secrets of a new world.

A FALSE NOTION

WE are grateful to readers for pointing out a mistake in these columns in our June issue. Commenting upon the difficult job many safety officers had to persuade workers to wear protective clothing, we added that there was no legal basis for compelling employees to wear it. However, if an employer *insists* upon his workers using the clothing which he must, by law, provide, he has the full backing of the Factories Act of 1937, section 119 of which, to quote the Chief Inspector of Factories (1955 report), "lays a duty on a person employed to use any means or appliance provided for securing his safety in accordance with this Act". In addition there are a number of similar regulations which apply to specific industries.

In falling into this error, however, it seems we were not alone. This false notion is widespread throughout industry and it makes the personnel and safety officer's job much more difficult, for, in allowing the worker to follow

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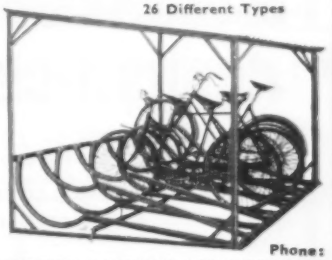

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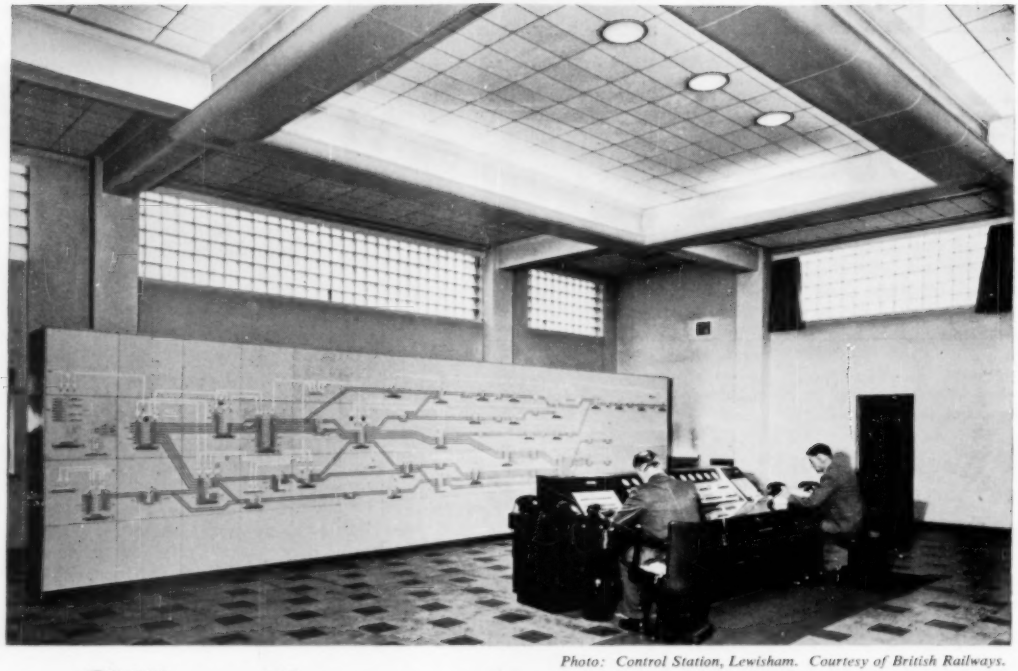

Photo: Control Station, Lewisham. Courtesy of British Railways.

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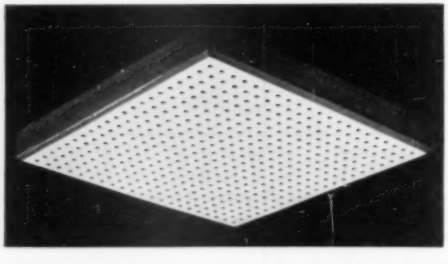

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Point Counter Point

his own whims, management is generally liable to prosecution for neglecting its duty—the very important one of using due diligence to see that the Act is complied with.

Our June comment discussed the grievance of the piece-rate worker that safety appliances often hindered his output, and such a human problem is not easily solved by a mere statute. On the other hand, nobody likes to know that he is breaking the law, and this may prove a persuasive argument in the hands of the personnel officer. Cases where an employee has been prosecuted are not common, but they have happened, and warnings are frequently given to workmen by visiting factory inspectors.

Management may have been lulled into a state of false security by reports of a recent West Bromwich court case where a moulder claimed £200 damages for injuries sustained when molten metal splashed on to his foot. It was contested that he had not been wearing the spats provided for his protection, and he lost the case. Passing judgment, the judge remarked that he could not find "any case which says it is the duty of an employer to inspect its workpeople and to insist on them wearing some form of protective clothing or else leave the job".

FORGOTTEN PEOPLE

IN Britain we have about 800,000 disabled persons who need help in finding or retaining a job. Figures, however, have no power at all to describe individual problems met with by the disabled man trying to take his place in the working community.

One vivid way of learning more of these things would have been a visit to the World Congress and Exhibition of the International Society for the Welfare of Cripples held in London this summer. Nearly 1,000 doctors, nurses, social workers, etc., from 43 countries of the world attended, but advance publicity did not have a fraction of the impact the event merited.

The country as a whole knows little or nothing of the disabled worker's needs and, with a few exceptions, that is precisely what it cares. The tragedy is that if the disabled are to be helped their problem must be shared; it is something society cannot shrug off with an occasional grant-in-aid. As the Minister of Education observed at the opening of the Congress, "the handicapped . . . do not require pity or charity. . . . They want what everyone wants, able-bodied or not — *opportunity*."

It is here that the personnel manager comes in—not as a species of industrial padre, an idea we scotched in our last issue—but as someone in a better position than most to do something constructive about the problem.

'SILVERY' MOON

MOONLIGHT is for lovers, poets fairies and for tenants with too many blank spaces in their rent books. But in modern American industrial circles the word has come to mean doing two separate jobs in one working day. According to *Time*, the practice is growing. They estimate that there are now almost 4 million American workers (1 in 18) who have one job in the daytime and another in the evenings or on days off. And this despite record wages.

The practice is quite common over here as well, in a more general sense of course, from the farm worker who spends his annual holiday hop-picking to the current appetite for overtime. There are even cases of men working two successive shifts at the same job.

"Moonlighting" is not determined by what he earns at his regular job but by what he wants to spend. It is also true that the shorter a man's regular working hours, the more likely he is to take on extra work, and this may well be aggravated if the unions win their promised campaign for a 40-hour week.

Some union leaders have already given warnings to their members, pointing out that a week of 40 hours is intended to leave the worker more time for leisure, not another excuse for overtime. For the employer with a manpower shortage it is not so easy, although he is the first to admit that production and safety can suffer when his workers are overtired.

Some may even be tempted to try moonlighting for themselves. In America the craze (if that is the word) is already spreading to higher-paid workers, and is not even confined to workers at subordinate levels. *Time* tells the story of a Chicago office worker who went to his local men's wear store to buy a suit. The man who served him was his boss.

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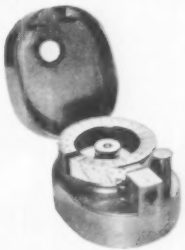

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A Training Expedition Into the Spoken Word

By ROBERT McKINNON

Speech training is a current favourite with those who compile executive development programmes. Here, then, is an account of one such course which uses shock treatment to take the torture out of talk. One thing is certain. If this class was a fair example, our executives urgently need to increase their word power.

IN the heart of Bloomsbury, once in less mechanistic times the centre of talk on Higher Things, a firm of management trainers is today extracting talk of a radically different order from the mouths of inarticulate executives. "An ability to handle civilisation" is what the firm concerned, Osmond Turner Mead Associates, say they are trying to impart through their courses at No. 3 Gower Street. And whatever one may think of such a claim, the fact remains that in the three and a half years of their existence the number of organisations using their services has grown to 291 and many of these are coming back for more. This is not to mention the many requests Osmond Turner Mead have had to turn down because they themselves cannot find enough trainers of the right calibre to cater for all interested parties.

So astounding is the interest being shown in their methods that I asked to sit in on a course as an Observer. Altogether Osmond Turner Mead run 13 different types of course, most of them with an emphasis on communication, in London and the provinces. They also conduct training courses in a firm's own premises. Anyhow, permission was cheerfully granted and I chose a two-days' course in speech training. I arrived at Gower Street sceptical despite my determination to keep an open mind; no, I did not leave a dewy-eyed convert, but I did go away with an open mind.

The speech-training course was conducted by one of the directors, Mr. Anthony Mead. There were six pupils of the following occupations: advertising account executive, public relations officer, representative of a laundry firm providing a special overall service to industry, representative of a firm making insulating materials for buildings, a naval officer with a special interest in dockyard work, and a trainee consultant from Osmond Turner Mead. They had come for shock treatment though I doubt if any of them suspected this.

Shock treatment, however, does not necessarily add up to "a shocking bit of slavedriving," which was the term Mr. Mead himself used to describe the course. No doubt he was deliberately exaggerating, but it is a point I would like to labour a little. The amount of work put in during the two days was sustained and substantial. The pupils were at it constantly from 9.30 a.m. to 6 p.m. except, of course, for the lunch break. There was never more than a minute when they were not doing something, besides which they had a stiff dollop of homework after the first day. But it was no more than a fair day's work and though one or two trainees claimed to have been

exhausted by the first day, this was probably due not to the amount of effort required but to the fact that it was an effort directed to a new activity.

In any event the first day began with coffee and a breakdown chat during which the course members were introduced. Everything was kept as informal as possible. Afterwards each had to get up in turn and say something about himself and his job, about his past experience in speaking (if any) and what speaking he hoped to do in the future. These short talks were in no way criticised but they were a useful indication to Mr. Mead of the potentialities of this class.

There followed an hour's talk by Mr. Mead not so much on the art of speaking but on how to prepare a speech. Wisely, I felt, he dealt thoroughly with the question of speech nerves as well and encouraged the pupils to chip in with questions whenever they felt like it. He emphasised in particular the value of down-to-earth speech. The talk over, Mr. Mead went on to explain the uses of the assessment sheet (see illustration) given to each pupil and pointed out that criticism would be very frank indeed—brutal at times.

Next each member of the course was assigned a topic on which he had to prepare an 8-minute speech. Preparation was carried out under Mr. Mead's supervision, then the class adjourned for lunch. It was suggested, incidentally, that the class take lunch together to help in the general process ot breaking down inhibitions.

The whole of the afternoon was devoted to the delivery and analysis of the speeches that the pupils had prepared. At this juncture Mr. Mead's method is to choose someone to make the first speech, someone who is not so nervous as the rest but who is not a good speaker, and to examine his effort in meticulous detail. After that, the rest of the class was heard, a verdict and advice following each talk. And before they dispersed that evening, Mr Mead gave each of them a topic on which to prepare a ten-minute talk for first thing the following morning. They were to pay special attention to the ratings in their assessment forms.

Sink or Swim

Came the following morning which was to begin a day taken up entirely with speech, appraisal, preparation, speech, appraisal, and so forth. The pupils were thrown into the verbal deep end and had to talk their way out beginning with the talk each had prepared the previous evening. The only crumb of consolation perhaps was that they were encouraged themselves to criticise the efforts of the others on the course.

Topics for these talks, incidentally, were ingeniously chosen by Mr. Mead so that by a stretch of the imagination it was conceivable each in his job might have to speak on such a theme. In that way the challenge of fantasy was combined with the assurance of realism. For example, here are some of the topics that were given out:—

Advertising Executive	You are to introduce Gilbert Harding to a luncheon of the advertising fraternity at the Dorchester.
Management Consultant Trainee	You are to denounce the use of long-winded, meaningless words and phrases (gobbledegook) in management communications.
Naval Officer	Talk to newly-qualified naval officers on how a dockyard works.
Public Relations Officer	You are to introduce your firm's chief and the local bigwig at a dinner where both are the guests of honour.
Laundry Representative	As sales chief, you are to congratulate your staff on a record year of selling.
Insulation Material Representative	Give a ten-minute sales talk to the board of a firm which is planning to build a modern block of offices.

These are a random selection from the many topics Mr. Mead dreamed up in order to keep his trainees' minds working in conjunction with their tongues.

So much for the contents of this two-day shock treatment. The first comment I would like to make is that the initial standard of speaking was, to put it no worse, very poor indeed. Making due allowance for lack of experience, nervousness, the knowledge that every word and gesture was being judged and the hypothetical situation, it was nevertheless easy to see why the concept of the "inarticulate Englishman" has arisen. Our language is a beautiful one, prodigal of words and phrases and capable of giving expression to almost every nuance of thought and meaning which the mind can formulate. Among the members of the course, there was at first scarcely any attempt at all to exploit these resources. If for no other reason, therefore, this course would have been worth while as an exposé of the average executive's inadequate powers of speech. (Because so few people make anything but the most elementary use of our language may incidentally

OSMOND TURNER MEAD ASSOCIATES.

SPEECH TRAINING - ASSESSMENT SHEET

Name of Member:- J. Scott Course:- S.S. Date:- 1/6/57

E : Excellent. I : Can Improve. M.I. : Must Improve.

Session	1st Speech	2nd Speech	3rd Speech	4th Speech	5th Speech	NOTES.
Introduction	MI					Get started!
Material Choice	E					
Audience Contact	I					Too much out of window
Narrative Ability	MI					Too fast. Pauses. Emphasise.
Mannerisms	I					Off Table. Stand up!
Conclusion	E					
Preparation	x					

The speech training assessment sheet from which it can be seen that Osmond Mead pin their faith to the philosophy of "learning by doing". More often than not, there is a very marked improvement by the time the fifth speech is reached.

Mr. Mead (left) discusses their very full programme with Mr. Turner and a lady colleague. About one in five of their clients have to do with personnel work.

explain why so many prizes go to the glib of tongue.)

For this reason it was refreshing to note that Mr. Mead stuck to his threat, uttered at the beginning of the course, to be absolutely frank in his criticism. He made it clear, of course, that in so doing there would be nothing personal in his comments nor should these be taken as a reflection on the general ability of the person concerned. In an age, then, when people fall over backward to avoid being blunt (especially on training courses) it was good to hear Mr. Mead say where it was merited: "That, old man, was absolutely ghastly," or "That sent me to sleep," or "If I had been on that board I wouldn't have touched your proposition with a barge pole." It was an effective therapy, too, for the course members took these comments in the spirit intended and resolved to do much better next time.

We come now to the 64-dollar question which reads: "Does the course produce results?" And in my opinion the answer is "Yes, if you're not expecting too much."

Osmond Turner Mead would themselves be the first to agree that their two-day shock treatment will not transform a tongue-tied, unimaginative nonentity into an Abraham Lincoln or a Churchill. The basic raw material must be there first. On the other hand, if a man is merely self-conscious and gauche in his use of voice and hands then the course can produce remarkable results. In all, each member has to make five speeches in two days and those in the class I attended all improved considerably—one or two out of all recognition. This improvement was not just confined to voice and delivery but was also quite marked in construction and choice of language. I noted a healthy tendency towards down-to-earth, Anglo-Saxon words and idioms.

But, it may be argued, how much can really be achieved in two days? How much can a man retain either consciously or unconsciously in such a short time? In the final analysis there can be no answer other than it depends on the individual. A traumatic experience may only last a few seconds yet its effects will remain with a person for a lifetime. The Osmond Turner Mead method could hardly be described as a traumatic experience but it does wake people up with a jerk, and one gets the feeling that its effects will not easily wear off. It is, moreover, a practical proof that good results can be got from training courses without putting too many shock absorbers in the syllabus.

Some Osmond Mead Speech Training Points

1. Prepare your subject but avoid suggestion of over-preparation.
2. Keep your subject matter logical and terse and come quickly to the point.
3. Avoid too many qualifying remarks.
4. Don't explain your client's business to him.
5. Present figures more slowly than the rest of a speech.
6. Avoid primness at all costs but be reasonably dignified.
7. Don't be afraid to use your voice. It is better to be too loud than too soft.
8. Vary the tone and pitch of your voice.
9. Use down-to-earth English.

A Small Firm Uses
and Trust

Workers Follow Managemen

HOW far do you trust your workers, and how far, for that matter, do they trust you or the management in general? The question may sound impertinent, but, to judge from the spate of industrial disputes in the past year, it is one that no one has bothered to ask for a long time. One man who thinks that it is the major question to answer before any solid structure of human relations can be built up in a working society, is Mr. Peter Siviter Smith, managing director of the Birmingham firm of designers, photographers and process engravers of that name.

Readers of *The British Printer* will remember a series of advertisements which his company ran last year in that journal. Under the heading "Chartering Thought", each one was remarkable for the minute amount of pure advertising content, and even more so for the subject matter of the text. Each month a different one appeared which simply talked over an aspect of sound relations between management and men in the printing trade. These twelve essays in human relations have since been published in booklet form to mark the company's fiftieth year.

Running through the entire series is a message which, like all messages with any spiritual motive, is an immediate prey for sanctimony or cynicism. Put in its simplest term, it says, "trust your workers and show them that they can trust you".

But even if the reader deliberately chooses a middle path between the cynical and the sanctimonious, he will still require some evidence of the practical application of the Siviter Smith theory, and a description of two schemes now operating in the company will show that the management has used constructive thought to charter action as well.

When Siviter Smith employees arrived at work one spring morning last year they found notices throughout the works, proclaiming, "Time clocks have been abolished here". Overnight a new system had been introduced which took the onus of time recording away from a machine and laid it squarely upon the shoulders of the individual worker. Since then each man has kept a record of his working time on his own personal "honour card" which he keeps hanging by the side of his bench or desk.

The card covers a period of four months. Each night the employee writes in the appropriate column the number of hours he has worked during the day, together with the amount of overtime he has done. At the end of the week he adds up each column and it is a simple matter for the wages clerk to go round the works copying the entries into his accounts book.

One of the attractions of such a scheme is that it needs no transitional period to set it working: one day the firm had time-clocks, the next there were none. The only preliminaries were the necessary discussions with the staff and their union representatives, as to what the scheme entailed and whether they actually wanted it.

Three Conditions

The firm made only three conditions: that the cards should be kept readily accessible to simplify the wages clerk's job, that entries should be made in ink (to prevent the figures smudging and becoming illegible after four months' continuous use), and that they should be known as "honour cards". This was the most important of the three for it shows most clearly the psychology behind the scheme. Correct recording of hours worked is left entirely to the individual worker; it is now a matter of honour with him not to cheat the firm. They have an answer for the cynics: the experiment has worked; no one has cheated.

The title is also a reflection of the firm's good relations with its staff—a history of honest dealing which has made a privilege of this kind possible. As the company says: "It is an honour which they have won for themselves".

Some people have disputed this question of "privilege": it implies there is something unpleasant in the discipline which the time clock exercises. But Mr. Siviter Smith goes beyond mere implication. He has stated quite emphatically: "Clocking-in is a bit old-fashioned and not good for the dignity of the workers. I would not like to do it myself". In this he is supported by Mr. M. G. Pate, secretary of the Birmingham branch of the Institute of Personnel Management, who comments: "Employers realise that the men do not relish this undignified job every day and are placing more reliance on human supervision".

At Siviter Smith's, of course, the only human supervision is that exercised by the men themselves; and it is only carrying to its logical conclusion one dictum of our religious and moral code, that self-discipline is far better than discipline imposed from outside. Personnel management is not based solely upon ethics, however; there are the practical details of the scheme to be considered. **First, as the company readily admits, it is practicable only in a small firm. At Siviter Smith's honour cards are used by 110 people out of a total staff of 120.** They stress, too, that the system has been introduced as a result of good industrial relations *which must be there already*.

Incidentally, a number of firms in the United States are using the honour card system or other forms of manual recording. But, according to a recent survey, in most cases where time-clocks have been discarded late arrivals have to pass a time-keeper who notes the worker's name on a lateness and absence record. Beside the Siviter Smith plan, this is less than a half-hearted development, for if a time-clock gnaws at a man's dignity, how much less dignified must it be to return to school-day methods.

its Imagination Develops

Lead in Honest Dealing

By DAVID JUDGE

Mr. P. Siviter Smith: "If a man is placed on trust he is more likely to be trustworthy".

Mr. Siviter Smith argues "if a man is placed on trust he is more likely to be trustworthy", and his employees have not contradicted him by falsifying their honour cards. In practice the system has shown only one snag: when it first started many men began reporting for work 30 minutes late in the morning. To make their time up they worked half an hour longer at night, still, of course, on the basic wage rate. Unfortunately, because of the line-sequence production methods used in the works, other earlier starters had to work extra time to provide them with work to do—at overtime rates.

Security Plan

What the management had asked for was simply honest dealing. That they received it so enthusiastically can probably be traced to a striking example which the company had previously set. Three years ago, redundancy was a threat which was just appearing on the worker's horizon—a small black cloud spoiling the post-war sunshine of full employment. But if, to the worker, it seemed a threat to his security, the management of Siviter Smith saw it as a challenge to the good faith they had built up with their employees over almost half a century. And so they evolved their Employment Security Plan.

It cannot be stressed too strongly that this plan has been designed not just to provide financial cover for the workers who became redundant, but to prevent redundancy ever happening. An "anxiety sales level" has been fixed to give management and staff alike a fair warning—and, more important, time to put matters right.

The clauses of the plan, which have all been agreed by the staff and unions, are quite frank from the start. It states quite unequivocally that any worker who becomes redundant will receive no less than three months' notice plus all pension benefits. The man does not have to work his last three months: he can leave at once to find another job. This means that each redundant person will receive at least three months' pay, virtually as a gift. This is perhaps the most striking part of the plan for it shows the worker that the firm will fight redundancy as hard as he will. £100 is a lot of money for the company to give away, but that is the least it could mean in terms of cash.

One industrial bugbear has been tackled in the last clause of the plan. In return for their good faith the company asks that no restrictive practices shall be permitted to operate. It is a natural tendency for the worker to slow down his output when he sees the orders decrease, in the belief that by finishing the work in hand, he has worked himself out of a job. This situation could exist in some industries, but Siviter Smith's argue that theirs is a "service industry": they can make nothing for stock and the extent of their orders largely depends on the speed with which they supply them. If orders generally are scarce, the firm that supplies most quickly will be able to capture those that are still available. In this way their overtime and bonus rates, which, they claim, are amongst the highest in the industry, act as a cushion against redundancy.

The plan, however, is not simply a show of faith. It has been worked out carefully to cover every possible contingency. If sales continued to drop below the anxiety level, this is how it would operate.

Stage one is the revision downwards of wages paid to those workers in the less efficient category. Such workers, employed during a labour shortage, inevitably receive some "scarcity value" in their wages but any revision would still ensure that they did not fall below the minimum for the trade.

The second stage is the retirement of all employees of 65 and over (taking second place because of the belief that they are generally highly skilled) and thirdly, all wages would be cut (probably in stages) by 10 per cent. Senior staff would take only half the percentage reduction, since their wages have not risen in the past at the same rate as production workers; but once the cuts have reached the 10 per cent level, even this section (including the managing director) would take the same percentage cuts as the rest. If short time has to be worked, it will be shared by all members of the organisation.

If redundancy cannot be avoided, it will follow an orderly sequence under the plan, always giving preference to the more efficient workers. Least priority would be given to unmarried workers, since they are more mobile than those with dependants. Married workers with children over 15 years of age would come next, followed by those who were supporting invalid wives, husbands or children. Last of all come those workers who are engaged to marry and who are covered by the company's pension scheme. (The latter clause ensures that they are established members of the firm).

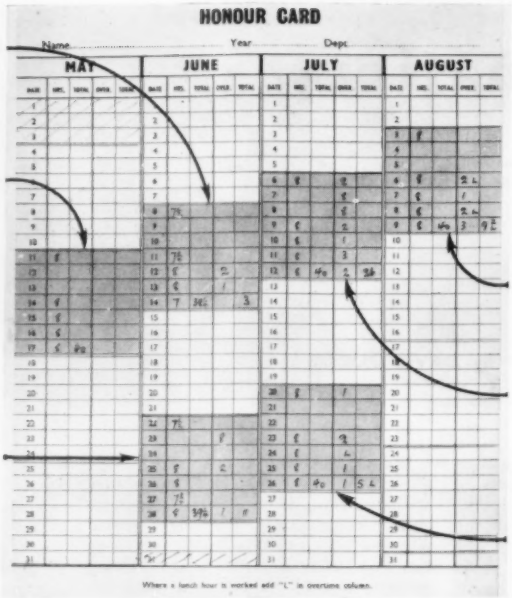
Married workers who have children under 15 years, or who expect children

PERIOD 8th TO THE 14th JUNE

This block represents a week during which time has been lost which has not been made up, and also shows how overtime should be entered. It should be noted that no overtime is permissible unless 8 hours ordinary time have been worked during the day in question.

PERIOD 11th TO THE 17th MAY

This block refers to a week in which a standard 40 hours has been worked, with figures entered in the hours column and entered daily, and they will be totalled up at the end of each week by a representative from the Accounts Department.



PERIOD 3rd TO THE 9th AUGUST

This block shows a standard week, normal overtime and lunch hour working on the same day.

PERIOD 6th TO THE 12th JULY

This block shows a standard week, normal overtime and Saturday and Sunday working.

PERIOD 20th TO THE 26th JULY

This block shows a standard working for one week with normal overtime and an example showing that work was required to be performed during a meal break of over half an hour, the normal break being deferred by that time. This is shown on the 24th and is indicated by the letter "L". Where a period of 10-30 minutes is worked during the lunch hour insert "L.½".

PERIOD 22nd TO THE 28th JUNE

This block shows a week in which time has been lost, normal overtime has been worked and 8 hours have been worked on a Saturday.

What the firm's honour card looks like. These, it should be stressed, can work only in a small firm and only if the proper "climate" is there.

would never, in any circumstances, be declared redundant. This, the firm says, is to give maximum protection to those who would find the mental strain of unemployment greatest of all.

Apprentices

Recruitment of apprentices would be somewhat out of place in circumstances where other trained men are losing their jobs, and so the plan provides that apprentice intake will be cut by degrees according to the level of employment in the industry throughout the area, and will be suspended entirely when 5 per cent of workers in the area are unemployed. Reduction will not take place, however, until the third stage of depression has been reached, that is, when all staff, except senior staff, have received a 10 per cent wage reduction. They argue that it is possible for there to be unemployment within the area, which has not affected the company. In any case, if the slump continues for longer than two years, some apprentices must be recruited. Without them the firm would have no trained staff to cater for orders when trade picks up.

There is a clause in the plan which, the company confesses, sounds like an "escape clause". Obviously, however meticulously the scheme may be plotted, there are possible irregular circumstances which a line sequence industry could not allow to go unchecked. If, for instance, a worker in one of the less essential categories (according to the plan) was a vital link in the flow line, his dismissal might result in a breakdown of production, and in the premature redundancy of others. If this happened, the agreed rules might have to be broken. Nevertheless, all redundancies would be agreed after frank discussion with staff representatives.

At first reading the plan sounds rather gloomy: redundancy is one of those bleak possibilities we would rather not think about, like lung cancer or polio. For the worker who has enjoyed full employment for the past twelve years, especially those who cannot remember the inter-war dole queues, it is difficult to believe that he will ever be looking for a job. But Siviter Smith have shown that there is much to be gained from crossing your bridges long before you come to them. In the first place they have made it absolutely clear that management has as little to gain from unemployment as the worker. They are prepared to fight it just as vigorously, and, above all, management and staff will fight it together.

The plan has given employees a definite sense of security: they know where they stand if sales drop, and they know what precautionary measures to take. The company believes that it acts as a spur to the less efficient of their workers to improve their standards.

There are probably many managers who will dismiss these schemes as unsuitable for their own particular industries. Even their author admits that they were designed specifically for conditions prevailing in his own trade. They are not intended as arguments in themselves, but merely as components of a human relations mechanism which runs on honest dealing.

"Improvements such as I am attempting to outline" he writes, in his last "Chartering Thought" essay, "are not and cannot be like one-way streets. The traffic goes both ways and staff must realise that, without their genuine help in terms of their own work and loyalty and honesty, then managements will not be able to make any such 'new looks' succeed. Nevertheless, I do believe that honest and thoughtful efforts by management will certainly receive excellent backing from the majority of any staff".

This sounds like the final word on the subject, but to Mr. Siviter Smith it is merely the first. Sound human relations begin just there.

Management News and Ideas

BIM BOOSTS UNIONS' VOICE

THE trade unions are to speak with a louder voice in the activities of the British Institute of Management. The Institute's Trade Union Advisory Committee, which up to now has merely commented on specific projects, is now to become one of the groups which assist and advise the BIM council on its future programme.

Announcing this change, Mr. H. G. Knight, general secretary of ASSET (the supervisors' union) and chairman of the advisory committee, declared: "Many trade unionists have found themselves in broad sympathy with the principles which BIM seeks to further. Now we have a chance to do something about it".

The committee will also help to make the BIM's work more widely known amongst trade unionists, and will take a specific interest in facilities for management education in Britain.

Danger — Radiation . . .

A NEW code of regulations to safeguard the worker against the effects of ionising radiations has been published in preliminary draft form (*Factories [Ionising Radiations] Special Regulations, H.M.S.O. 9d.*). This is the first attempt to make regulations in a new and highly specialised field and they have been issued in draft form to give organisations and others concerned a chance to consider them.

All representations should be addressed to the Secretary, Ministry of Labour and National Service, 19 St. James's Square, London, S.W.1, to reach him by October 31.

. . . and Decompression

STATUTORY Draft Regulations which require special measures to be taken to protect the health and safety of men employed on work in compressed air were published last month by the Ministry of Labour.

The dangers for workers in compressed air arise chiefly as a result of rapid decompression; work in compressed air is not in itself dangerous but decompression is always a hazardous operation and must be carefully carried out.

"Caisson Disease", usually called "the bends", is the most common illness arising from incorrectly controlled decompression. This condition is due to the release during decompression of gases, mainly nitrogen, which have been driven into solution in the blood and tissues during work under increased air pressure. The nitrogen forms bubbles in various parts of the body which, depending upon their size and location, may cause severe pain, loss of consciousness, and even permanent disability or death.

Women May Work Too

PROVISION is being made at Bournemouth to receive up to 1,000 delegates to this year's BIM national conference (November 6-8). The theme is "Research—a signpost to better management" and it is aimed to publicise the pioneer research that has been made into management methods in such subjects as human relations, office management, production, marketing and finance. As usual it will be strictly a working conference with one added touch of feminine appeal—special sessions on management questions of particular interest to wives of delegates and women in general.

Experts on X-rays

FIRMS with problems concerning X-radiation protection can now obtain expert advice completely free and without obligation. This new *Radiation Protection Service* has been introduced by Philips Electrical Ltd. and will be operated by the company's research and control instruments division at Century House, Shaftesbury Avenue, London, W.C.2.

The service also provides for the planning and equipping of complete X-ray departments with all necessary safety measures.

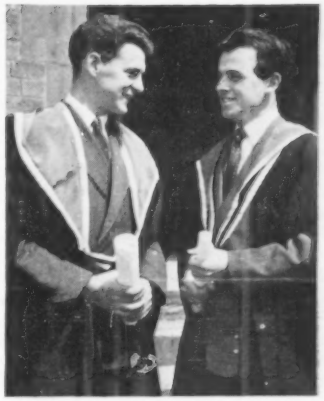
Death Warrant for Dust

AS a result of development work which has been done both in the non-ferrous industry and in the other branches of the foundry industry it is now possible to suppress or control dust or fume from nearly every process.

This is stated by the Joint Standing Committee on Non-Ferrous Foundries in its first Report published by the Factory Inspectorate of the Ministry of Labour and National Service.

The Report shows that a considerable reduction in the yearly total of accidents could be brought about by better methods of housekeeping and by wider provision and use of suitable protective clothing and other equipment.

Other development work carried out by the Technical Sub-Committee has resulted in a new type of furnace with a greatly improved over-all thermal efficiency.



APPRENTICES GAIN B.Sc.—Seen here after graduating at Queen's University, Belfast, Derek Long (left) and Donaldson McCloy joined Short Bros. & Harland Ltd. as engineering apprentices in 1952. Under the firm's day-release training scheme they took higher level G.C.E. and were awarded three-year university scholarships by the company.

Full Supporting Programme

OVER 300 films have been entered for the first Festival of Films in the Service of Industry (Harrogate, October 9 to 12). Announcing this, Lord Godber, the festival's president, declared that the response had been even better than was anticipated; viewing panels have been in continuous session for weeks.

Films will be shown and adjudged at four cinemas in Harrogate, and in addition to the British films selected, a number of foreign films have been submitted on a non-competitive basis. The social side of the festival includes a civic reception and dance, a closing dinner for presentation of awards, where the principal speaker will be Dr. Charles Hill, M.P., a mannequin parade for the ladies and trips to nearby places of historic interest.

New Dip. Tech. Course

THE National Council for Technological Awards has recognised the first four years of the five-year sandwich course in production engineering, run by Loughborough College of Technology, as leading to the Diploma in Technology—Dip. Tech. (Eng.). It is claimed to be the first of its kind to be so recognised. Under the sandwich plan students spend six months each year at the College and six months working as industrial apprentices. The course is intended to prepare student-apprentices for responsible posts as production technologists, or for management, in the metal working industries.

Further details from Industrial Engineering Dept., Loughborough College of Technology, Loughborough, Leics. (Loughborough 4428).

Give Your Hazards an Identity Card—and Your Workers a Safer Passage

By G. WITTENBERG

Managing Director, Rhoden Partners Ltd.

A design engineer describes how modern methods of identifying equipment can lead to safer working.

AS production units increase in complexity they tend to put more and more hazards in the worker's way. These constitute a threat, not only to the safety programme, but also to the steady rise in productivity which was the reason why the units were developed in the first place. One sure way of taking most of the viciousness out of this circle is by machine identification —a clear, outstanding method of drawing attention to the hazards of the machine. This also includes warning and instructional notices on the safe handling of lifting mechanisms, and of vats, tanks and containers holding dangerous materials. Any system, in fact, of pointing out to the worker in unmistakable and unambiguous terms latent risks which he otherwise might miss.

Machine identification has already inspired much research and experiment both on a national and (in the case of dangerous chemical materials) an international scale. The type of identifying plate to be used, relative suitability of cast metal, plastic, engraved lettering, the warning inscription, nature and extent of the written instructions, and the effective use of colour—all these are found amongst the wealth of data which research has brought to light.

In the first instance, marking systems must be selected with an eye both to plant and to process. In a corrosive or dust-laden atmosphere, for example, considerations of easy cleaning and maintenance will apply, which would not arise in a cleaner workshop. The problem also varies from industry to industry; for example, in the amount of materials handling equipment used. A typical engineering unit may have more than 400 chains in use, of different kinds and sizes, all of which have to be identified, as well as similar numbers of plate hooks, clamps, cleats and so on. Other industries less dependent on materials handling will be spared this particular problem.

The Factories Acts insist that the safe working load must be marked on all lifting tackle, with certain exceptions, and this calls for a comprehensive marking system. Some methods formerly used have proved unreliable. Marking of endless chains by inserting a flat link, for instance, has been found more effective than the practice of welding a ring inserted into a link with a metal tab, since tabs are too easily removed.

The regulations concerning lifting tackle apply equally to machines like cranes, grabs, winches, teagles, pulley blocks and gin wheels. It is compulsory to mark the safe working load on all these, and in the case of movable jib cranes there must be automatic indication of the S.W.L. at various positions.

To comply with the law every item of this equipment must be given a distinguishing mark or number, and undoubtedly the best method is to affix enamel plates. These are not painted over as so often happens with a stencilled identification number, and they are easily wiped clean.

Of equal importance is the marking of pipelines running through the factory premises, to give quick identification of the contents and the direction of flow. An effective identification system here, of course, makes maintenance easier and so cuts costs.

Experience has shown that sticking markers made of vinyl cloth specially treated are the most reliable for this purpose. They are durable and are unaffected by any change in atmospheric conditions, a point not to be neglected, especially in a workshop where the production process causes a rise in temperature. Moreover, vinyl cloth markers can be fixed without tools and require little labour for the job. Pipe identification markers should follow the colour code that is standard either for

Identification should be carried beyond machines and containers. Here, for instance, is an ideal way of guarding manholes.

industry or in the particular factory. They should also show the pipe content in clear letters and with a minimum of words, while arrows should be used to indicate the direction of flow.

Colour Pros and Cons

The use of colour for marking plates has been the cause of much complicated argument. The British Standards Institution examined the possibility of a safety colour code, but refused to issue a standard on the grounds that definite distinction should be drawn between a *safety* code and an *identification* code. They argued that many colours had traditional connotations which were so well known that they could not be reconciled. They felt, too, that the only satisfactory way of ensuring safety was to eliminate the hazard and not merely to identify it.

Particular attention has been given to the use of coloured labels on containers holding chemicals, liquid corrosives and dangerous materials. The problem has been considered at an international level, and it is now generally accepted that colour codes, whilst undeniably serving some purpose, are less effective than the written word.

The chief drawback is that there are only seven basic colours; consequently an elaborate variety of shades would have to be agreed. In any case these subtle differences would be lost under the effects of changing light, and even of changing atmospheres.

Variations in eye response to colour creates another problem, although varying response can still cause difficulty even in the use of the written word. It is often tied up with the positioning of the inscribed plate. Past experiments have spotlighted certain conclusions. Marking of liquid corrosive containers, it is now internationally agreed, should be sited at the valve end, with the height of the lettering no less than one twenty-fifth of the diameter of the container.

Where chemicals are handled, processed or stored, identification takes the form of a danger warning. It is generally accepted that the best shape for a warning label is rectangular with rounded corners. The most reliable method of printing is by the transfer or silk method, although adhesive tape will serve in some circumstances. For carboys, the chemical industry normally prefers transfers on the neck, or metal plates wired on to the metal hamper to take stick-on labels. Transfers and silk screen printing are useful with winchesters, kegs, casks, crates and earthenware jars.

Where scales have to be marked, engraved metal is probably the best style in the normal workshop, provided the identification plates are kept in a clean, legible condition. Lettering should never be allowed to become obscured or obliterated.

An effective method is to paint a silicone plastic coating over the plate. This ensures resistance to grime and grease.

Marking Points

1. **See that the safe working load is clearly marked on all lifting tackle.**
2. **Mark all factory pipelines and show the direction of the flow.**
3. **Use warning labels, rather than colours, for containers of dangerous chemicals.**
4. **Cover lettering with a silicone plastic coating. This defies grime and grease.**
5. **Prefer always block lettering with words well spaced.**
6. **Make use of paints with luminescent properties.**

Legibility

The actual shape, size and positioning of a scale on a machine is specifically a design problem, depending as it does on the design of the machine, and also on the cost of maintenance, renewal, etc. Whether or not to use illumination systems on the scale will depend on the type of equipment to be marked. The chief test is that of legibility. Where the choice has to be made between internal and external systems of illumination, the general concensus of opinion seems to favour the internal. This is less likely to be damaged or mishandled by the operator.

Incidentally there is scope here for experiment in the use of the many silicate based compounds now reaching the market. One is an effective fire retardant.

There is also room for further research into the effectiveness of luminescent materials for plates and scales. Some types of paint tape and plastics have luminescent properties. Fluorescent materials glow when exposed to ultra-violet light—a useful reaction in cases where an operator's eyes have to adapt themselves to darkness, as for instance in the reading of instrument dials. The operator can make his readings without glare or eye fatigue. Similarly, phosphorescent materials glow after exposure to light and remain luminous after the light is extinguished. The flow is of low intensity suitable for close viewing in darkness.

A fairly modern development which has helped solve many a lighting problem is the photo-electric cell. These are used to maintain an even level of light, switching on artificial lighting when illumination falls below a specified number of foot-candles. Wherever external illumination has to be used, vibration lamps provide the most satisfactory method. They have a flexible tungsten filament and special support, and are thus much more reliable than shock lamps which are sometimes used for the same purpose though it is advisable to test both types on the machine concerned.

But even when illumination is up to standard, there is still the problem of finding the most legible form of lettering. Block letters are obviously preferable and the weight of line in the body of each letter should be about the same as the space between the lines. If there is any doubt as to the distance at which well proportioned letters can be read easily by people with normal vision under good lighting conditions, reference can be made to tables which have been prepared by several authorities.

Rust protection may be another factor in the design and choice of materials for scales. Rust-preventing paints are available which form a tight bond with clean metal and protect it fully against rust and corrosion. Both clear and pigmented rust coatings are helpful, and may even be necessary with most scales.

Regular routine inspection as well as an inventory of scales and plates should be a basic element in the general housekeeping programme. Any plate that no longer serves its purpose should be replaced.

Finally, some mention should be made of *decals*. These are miniature signs which can be attached permanently to machines where a notice of instruction, warning or caution is needed. In America they conform with standard specifications of design and colour. They are growing in popularity over here, and would seem to have a considerable future.

Two Successful Training Methods

American Case Study . . . . .

By MARGARET BROWN

London Polytechnic School of Management Studies

A SHORT time ago I sat next to Professor Paul Pigors, Associate Professor of Industrial Relations at Massachusetts Institute of Technology in Boston. I went there because I had heard so much about the Professor's "Incident Case Study Method" of teaching human relations and I wanted to see it in action. Let me describe what happens.

I take a look round the room. The "team leader" (one of the students) is taking a last look at his notes. Sitting next to him, the "observer reporter" (also one of the students) unscrews the cap of his pen and makes a heading on a clean piece of paper. The team leader passes a sheet of paper with eleven lines of typescript upon it to each of the other 15 members of the group (which includes the Professor and me).

In silence we read a short description of an "incident" which had taken place in the afternoon of November 28, 1952. A certain Mr. Hartness had got his car stuck in his own drive, he was given a lift by a friend, and rang up a Mr. Neely. Next day when he reported for work Mr. Hartness was told he was dismissed and that he could see Mr. Sissel if he wanted to. After reading this cryptic and almost meaningless description, the group are told to think of themselves as being the arbitrators in this case, which was protested by the Union, and to render an award, giving reasons.

Clearly, we need a lot more facts before we can carry out such an assignment, and so the fun begins. The team leader (who knows all the facts about the incident) is peppered with questions from all sides of the circle. Neither Professor Pigors, the official "teacher," nor I, the visitor, know any more about the case than the rest of the group, and we both join in the questioning with a will. After half an hour of this the group is in possession of a wealth of detail concerning the case and we have obtained from the group leader another piece of typescript outlining the absence procedure of the company. Here is a brief outline of what we learn.

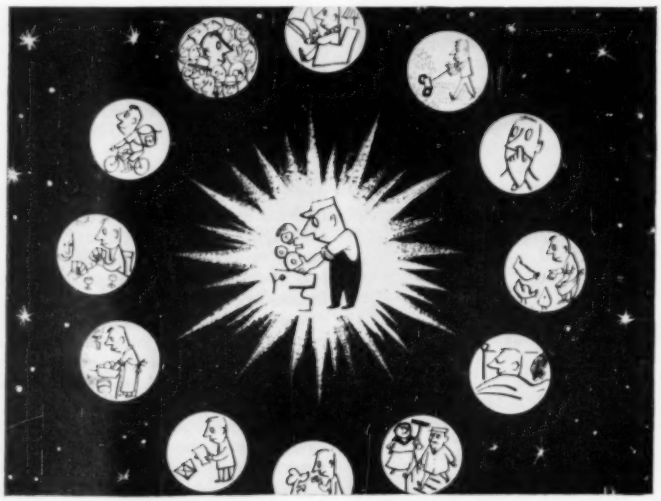
Mr. Hartness worked on the shift starting at 6 p.m. at a firm situated 8 miles out of town. On the day in question, when his car was stuck, he had taken a lift with a friend into the centre of the town and away from the direction of his work in order to phone his supervisor (Mr. Neely). He had no phone of his own. Mr. Neely says that he told Mr. Hartness to come in as soon as possible, as they were short of men, and at least for the second half of the shift. Mr. Hartness says he was told to come if he could. Company rules lay down dismissal as the penalty for a fifth unexcused absence unless the employee "experiences a justifiable emergency".

When the case came to arbitration the company contended that Mr. Hartness had three to six hours in which to get to work, that a main road to the plant passed within reach of his house, and that his non-appearance was not a justifiable emergency. This was his fifth unexplained absence. The Union's case was that an emergency did exist, the stuck car was leaking petrol and constituted a fire hazard, there was no bus to the plant, and he could not be reasonably expected to take a taxi. (Remember, this is an American case and it illustrates the dependence of the American adult on his motor car!)

I notice particularly that every member of the group has "pitched in" on this questioning: now one member volunteers to summarise the main facts, and as a group we decide that the issue we are trying to decide is: "Had the management a just cause to discharge Hartness?"

So far I have been rather lightheartedly going along with the group; no doubt lurking not too far below the level of my consciousness was the irresponsible thought that I was only one amongst many (and a visitor into the bargain) so I need not work too hard on making a correct decision. I get rather a shock, then, when I hear the leader's next remarks. He says: "Now you have ten minutes to write down your decision, with your reasons, and will you then hand your papers to the reporter?"

So here we are, each one of us as an individual, being asked to take full responsibility. There is no escape. I do some rapid thinking, write my conclusions down, and hope that I will not



How can we get through to the worker at the centre of his universe? One of the amusing and effective visual aids to the course described on the opposite page.

find myself in a minority of one! I need not have worried. The class splits eight for and seven against the company's action. We then form groups according to this split and prepare the best case we can in support of our decision. Each group chooses a spokesman who argues the case briefly with the spokesman of the other group. The leader finishes by giving us the actual historical decision (in this case the arbitrators had upheld the company's decision), and the group spends the remainder of its time looking at some of the wider issues of policy and administration raised by this case.

I have described my own experiences with this group for I think they illustrate some of the strong points of this teaching method. First, we had a very high degree of student participation. Everyone (even I, a stranger in the group) asked questions in the fact-finding phase; hunting for the relevant information was fun and we enjoyed it. Then each one of us had to work out our individual solution to the problem (and so were doubly motivated to find the facts). The sub-groups built up a reasoned case for a finding, each student adding his own reasoning to the common pool.

"*Incidents*"

In addition, each session provided an opportunity for five members of the group to be even more deeply involved. For the first two or three sessions of a new class Professor Pigors produces an "incident", after that each member in turn finds an "incident", writes it up and makes himself familiar with its background. In this role of "team leader" each member has a chance of learning through experience how to analyse a case, plan an activity and lead a group of people. The case can come from the student's own experience or he can find a suitable one from published "Labour Arbitration Reports".

Meanwhile, the "observer-reporter," relieved of other responsibilities, records the facts of the discussion, analyses the written papers on that case, and writes an interpretive report about the way the group handled it. Another member, as we have seen, summarises the facts for the group before individuals write their decision down, and two other members of the group are spokesmen for the sub-groups. The official teacher is there to contribute specialised knowledge as it is needed by the class and so people concentrate on what he has to say. Problems of handling dumb silence and yawning boredom, which every teacher faces sometime, certainly do not exist in this environment.

Second, the students are learning a method of approach which will stand them in good stead in real life situations. A "real life" human problem is often brought to a head by an "incident". The administration then finds he has to look for as many as possible of the surrounding facts and feelings which have led up to the incident. He has to weigh their relative significance. Finally, he has to decide and act on his decisions, often giving his reasons for doing so.

So this incident case study method is giving practical training in administrative skills of reasoning and analysing, in the sympathetic appreciation of motives and feelings, and in practical judgment (common sense). Any type of skill can be learned only through *practice* and this classroom situation is a substitute for learning the hard and wasteful way. We do not allow medical students to operate on "live" bodies until they have learned their skill on corpses; in this teaching method human relations training is taking a step in the same direction.

. . . . . *and French Logic*

By J. M. BRIDGES

Personnel Manager, T. Wall & Sons (Ice Cream) Ltd.

LA PLUME de ma tante has now invaded the management training field. Flushed with a five-year run of success with such giants as the S.N.C.F., Peugeot Motors and Kodak, a company of consultants calling themselves Centre de Synthèse has translated their studies into English and with typical Gallic *élan* launched themselves on Great Britain.

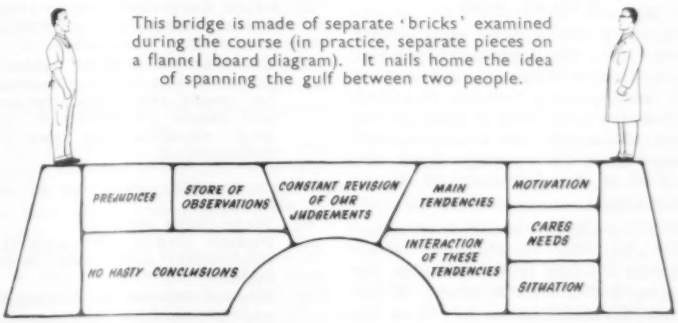
They have produced a packaged course consisting of film strip, tape recording, instructor's manual and various other gimmicks and if that idea makes you wince, take courage—it is not for sale over the counter!

The Centre de Synthèse undertakes to train suitable people to administer a course of studies on human behaviour. This is an attractive prospect for training officers, personnel managers and sales managers jaded with similar products from across the Atlantic or searching vainly for a British counterpart.

Only at the end of the training course is the training material yours, so you cannot simply mail so many dollars or francs and receive the outfit by return of post. You have to work for it.

Why, you may ask, do we have to import such wares from the Continent and from France in particular? Are they not noted for the impermanence of their governments and their general *joie de vivre*? In contrast to their fierce individuality, do not our more practical minds recoil from the intellectual approach of the French? Frankly (to coin a phrase) they do, but to the assorted Anglo-Saxons (and Celts) who endured a week's concentrated instruction conducted by the Centre at the H.Q. of the Industrial Welfare Society, the matter is no longer in doubt.

The similarities in understanding and

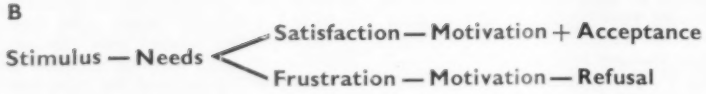


This bridge is made of separate 'bricks' examined during the course (in practice, separate pieces on a flannel board diagram). It nails home the idea of spanning the gulf between two people.

A

Stimulus Needs Satisfaction Motivation acceptance of instruction

B



outlook far outnumber the differences and (wait for it) are much closer in some respects than are British to American ways.

The spearhead of the attack on the British market was led by M. Pierre Gourgand, a man of great courage and infinite patience. He regretted that a week's course was too short to turn us into psychologists, useful though that might be, and admitted that even after many years' experience himself, he had somehow overlooked the necessity to become one. He did confess, however, that he was a sociologist and that as a precaution the complete course had been submitted to the Sorbonne for an examination of the psychological principles involved and had been found in order. Prior to export, a similar check had been carried out by a British University with the same happy result.

He explained that our aim would be to discuss the reasons for certain aspects of human behaviour and not simply learn a few manipulative rules. This is a refreshing departure from the "how to win friends and influence people" approach, admirable though that may be. The fact that the training group teases the whole thing out between them adds to the fun. Some of M. Gourgand's preconceived notions about the phlegmatic non-intellectual Anglo-Saxon went for a Burton early on and so did some of ours after watching him consume our traditional tea a.m. and p.m. *with evident relish.*

Visual Aids

The bare bones of the week's study consists of a film strip which contains nearly a dozen different sequences and an accompanying tape recording. Various bits and pieces of flannel board diagrams are used and a large double-poster easel for noting down the analyses of the sequences which the group discuss.

The first analysis produces an agreement about the "mechanism" which underlies a simple bit of behaviour, the carrying out of an instruction. A diagram of it would read as A. From this derives the corollary that frustration of needs leads to the refusal of an instruction as we expand our diagrams as in B.

Needless to say, this is not the whole story and attention is focused upon recognising stimuli, distinguishing individual needs, taking into consideration the whole situation at a given point in time and eventually developing from the needs of an individual some notions of the larger aspects of personality such as the tendencies to behave in certain ways.

No course of this nature would be complete without a few practical rules and these are derived logically from the "mechanism". Suffice to say that the guinea-pig group could think of no better ones nor could they eliminate any unnecessary ones. The relationship of these rules to the theory may be best summarised by reproducing the flyleaf of the trainer's manual which indicates the contents (see table).

Finally, a flannel board diagram to nail the story home is built up brick by brick to form the bridge which brings two individuals who wish to communicate into contact. It is neat, simplified and effective and, need I add, logical.

Further training courses are planned by the Centre de Synthèse in London for Autumn, 1957, and Spring, 1958, which will no doubt strengthen the bonds of the *entente cordiale* industrial even more, or should I say, *plus*. Certainly this is a training programme with a plus whichever way you look at it.

STUDY OF HUMAN BEHAVIOUR

I. Mechanism of Human Behaviour.
II. Practical Rules.

A. How to observe better.
- **a) Avoid distortions due to sentiments, hearsay and prejudices.**
- **b) Avoid hasty conclusions.**
- **c) Consider the motives behind a person's acts, make allowance for needs and preoccupations and above all think of the *total* situation not just an isolated fact.**

B. How to make better use of our observations.
- **d) Store them properly.**
- **e) Deduce main personality tendencies and their interaction.**
- **f) Deduce secondary tendencies and revise judgments constantly.**

Other Training News

THE decline of the foreman's status as described in a recent NIIP report (published in book form by Staples) gives added significance to a new short course for foremen and supervisors organised by the management studies department of The Polytechnic, Regent Street, London, W.1. Entitled "The Supervisor and his Problems", the course covers problems of human relations, gives practice in discussion leading and explores costing, work study and accountancy. It begins on October 1 and will be held once a week over nine afternoons, including two industrial visits.

Human relations, incentive schemes and communications are also covered by two other Polytechnic management courses due to start this autumn. They are: "Techniques of Modern Incentive Schemes" (begins October 30) and "The Social Skills of Management" (six weeks' full-time course, begins November 11).

Other courses for management are: "Effective Speaking" (10 weekly afternoon sessions, begins September 23), "Report Writing" (12 weekly morning sessions, begins September 27), "Interviewing Techniques" (13 weekly afternoon sessions, begins November 7) and "Chairmanship and Committee Procedure" (10 weekly afternoon sessions, begins December 2).

Full details of all the above courses from Department of Management Studies, St. Katharine's House, 194 Albany Street, London, N.W.1 (tel.: EUSton 6763).

* * *

PERSONNEL OFFICERS and other managers who have had no training in the use of statistical methods and their application to personnel administration are catered for in a five-day course arranged jointly by the IPM and the National Institute of Industrial Psychology. The course will be held non-residentially at the NIIP, 14 Welbeck Street, London, W.1, from October 28 to November 1. The course aims to give an understanding of the place of statistics in personnel work, to teach and give practice in some of the simple and most useful methods.

Further information from: The Training Officer, IPM, Management House, London, E.C.4 (tel.: HOLborn 3456).

The Legal Implications behind Writing a Reference

This is the first of a series of articles on aspects of industrial law affecting personnel work. They are written by a barrister, but in clear, lay language. Here he deals with pitfalls that can arise through giving someone a reference. Other subjects to be covered include injury claims, employees' inventions and restrictive covenants.

WHEN you are asked to give a reference about an ex-employee your first reaction may be to refuse. This is the safest and simplest way out of writing what may have to be a difficult letter, and no one has any legal right to compel you. But there are few men about whom nothing favourable can be said, and in the case of those few it is right, you feel, that any prospective employer should know all about them. So you call in your secretary and wonder just how much or how little you can say.

If you want to praise the man you tend to put it too high, with the result that the employer may over-rate him and suffer from the consequences. If you want to say something unfavourable about him you will try to wrap it up so that the prospective employer may "read between the lines", and be warned; in doing so, however, you may well go further than is justified. In the former case the employer may recover damages against you for fraud (in an extreme case only), and in the latter case the employee may sue you for libel.

The principle behind the law is simple. It is that no one is legally bound to give a reference, but if he does, then he must state only what he honestly believes to be true. There are also certain minor criminal offences under the Servants' Characters Act, 1792. If, therefore, you overstate the man's character, and the employer suffers as a result, you may be liable to him, but only if your statements were fraudulent. If you honestly believed them to be true, then you have a good defence.

If, however, you go too far the other way and libel the employee, making false statements about him, then the law is more complex. Under the general law of libel it is a complete defence to prove that the statements were true. In an ordinary case, however, no amount of honest belief in their truth will excuse you if the statements were false. There is a special exception, however, where the person making the statement was under a duty to make it, and the person to whom it was made had an interest in receiving it. In such a case the person making the statement can claim that it is "privileged", and this is a good defence, provided that he did not make it maliciously, i.e. he must have had an honest belief in its truth. If, therefore, you are sued by an ex-employee for libelling him in a reference, you will normally be able to claim that it was privileged, unless he can prove that you acted out of spite against him.

Points of Law—1
PERSONNEL MANAGERS' CASEBOOK

An example of a case where this defence was used in an attempt to protect the earlier employer is given by this case, which is based upon the Law Report.

Robinson applied to Smith for a job as a butler. Brown, who had once employed Robinson, heard of this, and wrote to Smith, saying: "I feel it is my duty as a neighbour to tell you that I discharged Robinson for misconduct, and that I cannot recommend him to you. I am surprised that you have not applied to me for a reference". Brown wrote this letter entirely on his own initiative, and, not surprisingly, received a reply from Smith, who said: "An attack on a man's character is a serious matter; tell me, is he sober, is he honest?" Brown, feeling, perhaps, that he must now substantiate his story, replied: "I discharged him not only on account of his drunkenness and absence from duty in my house, but also because I had good reason to believe he had made free with a great deal of my wines".

Smith was, of course, greatly perturbed by this letter, and refused to employ Robinson as a result, showing him what Brown had said about him as an explanation.

Robinson sued Brown for libel, asking for general damages for the damage to his reputation and for special damages for the loss of the job with Smith. Brown replied that the allegations in his letter were true, and that even if they were not the letter was a privileged communication, since he was under a moral duty as Robinson's past employer to give details of his character to a prospective employer, and that Smith, as the prospective employer, had an interest in receiving it. Robinson conceded that the privilege existed where the old employer was acting in good faith, but, he said, the first letter was written before Smith had asked for a reference, and this was evidence that he was acting out of spite towards him.

The judge directed the jury that the second letter was prima facie libellous, but would normally be privileged if written in good faith. If they found that Brown's course of conduct was actuated by malice, and, amongst the evidence, they were entitled to consider the fact of writing the first letter unasked, then the second letter was not privileged, and they were to assess the damage done to Robinson's reputation. The jury found that Brown was actuated by malice and Robinson was awarded a substantial sum in damage.

Whilst this case had not decided that it can never be right to offer information unasked, it is clear that the courts will not sympathise with an officious meddler in the affairs of others.

BRIEFCASE.

Fiscal Measures Alone Cannot Cure Inflation

An Industrial Relations Problem says Discussion Leader

I HAVE just been buying some new kitchen cabinets. Attached to one price list was a small note in typescript "All prices increased by 13½ per cent"—a small example of what is happening every day to all of us. "Inflation" is more than a word; it is a reality which dogs every activity of each one of us.

Solutions for our most pressing unsolved domestic problem are varied and seemingly unrelated. I asked one economist what we could do about it and he replied "Nothing; just learn to live with it".

The *Economist* quotes 7 per cent as the rise of personal incomes last year, while industrial production did not rise at all. They suggest that there are three possible, but very different, remedies (or combination of remedies). One to persuade the trade unions to call a halt on claims for higher wages, two to refuse such claims where they cannot be afforded "being willing, if need be, to stand up to strikes instead of buying them off", and three an even tighter credit squeeze so that employers cannot find the money to pay increased wages.

It seems to me that these varied solutions suggested by different economists have one aspect in common; they all concentrate on the *financial* aspect of men and women at work. What do you feel about this? Do you think the application of suitable financial incentives (or disincentives) are, by themselves, enough to bring production and earnings into line once more?

Responsibility Needs Power to Back it

LETTERS I have received from you from time to time in recent months suggest that there are some other unsolved industrial problems which may, in fact, be related to this one.

A foreman of a printing firm, for example, wrote recently. He said "Our work requires that casual labour should be taken on by us. Two such labourers were caught petty thieving and received prison sentences as a result. When they came out of prison they turned up for a casual job just as usual. I told them we did not want them. The next thing I knew the father of the chapel appeared and said if I didn't take them on I would get no other labour either. I asked my manager what I should do and he said I was to take them on. Now I ask myself, not for the first time, who's running my department—the union or me"?

A similar case to this reported in the daily Press caught my attention recently. The report said that 43 electricians, helping to build a titanium factory, went on strike when the management refused to sack a foreman when asked to by the union who describer his conduct as "too harsh." *The compromise solution was that in future the management agreed that the foreman should be accompanied everywhere by a charge-hand who would give his orders for him*!

These two cases illustrate one aspect of present industrial life which many managers and foremen feel is contributing to the slowing down of our productive efforts. There is an old saying that "too many cooks spoil the broth." Are too many industrial cooks spoiling the broth of production? Research studies into the nature of leadership (which have intensified in the past ten years) have established one fact *beyond dispute*—a leader must have authority if he is to be successful. This authority is bestowed on him from above (an institutional leader) or is given by the group (a natural leader). Responsibility must have power to back it.

Mr. W. S. Brown, managing director of Glacier Metals, applies this principle to modern industry in an interesting pamphlet called *Some Problems of a Factory* published by the Institute of Personnel Management. He says that he needs freedom of action to function effectively as a manager. The workers have power today to stifle this freedom and so, in his firm, they are given responsibility commensurate with their power and help to form the policy of his firm through the Works Council. Here is one solution to a pressing dilemma. Have you others?

Today we are surfeited with the views of spokesmen for board rooms and unions. One seldom hears the voice of middle management. Discussion Leader's page is a forum for your views and we cordially invite readers to make the fullest use of it.

What Creates the Will to Work?

ANOTHER aspect which is closely related to inflation and productivity (or the lack of it) is the strength or weakness of the will to work. Traditional methods of getting production out no longer apply in this age of full employment. But methods which the social sciences suggest will be more effective depart so radically from tradition that it is not surprising that most managers hesitate to take the first steps into such unknown and virgin territory. Research finding after research finding, however, is clearly signposting the way. People who are not motivated by fear will work hard *if* they feel the goal is worth while; *if* they feel they belong to and have a position in a

(*Continued on page* 40)

P.M. Names & Notes

The Worker's Share

SAVINGS AND INVESTMENT is the title of a new United Steel employee publication which describes in simple terms the principles of shareholding and some methods of investment.

It points out that, where long-term saving is concerned, there are many advantages in owning shares; and the object of this guide is to show both sides of the question. It also emphasises that industry needs the savings of its workpeople to finance its future.

The booklet will be distributed on demand to employees of United Steel, but, as is stated in the foreword, *the company makes it quite clear that it is not advising employees to do anything.*

Safety for Welders

THE best methods of keeping the welder safe and healthy at his work will be considered by safety officers and industrial nurses at a special one-day course organised by the Institute of Welding. Scheduled for October 12, the course will be held at the Institute's London headquarters, 54 Prince's Gate, Exhibition Road, S.W.7. The number of places is limited and enrolment closes on September 9.

Managers' Problems

THE BIM's fifth residential course for managers and assistant managers will be held at Pendley Manor, Tring, Herts, beginning on October 18 and extending over six long week-ends at approximately monthly intervals.

Apart from the problems and techniques of general management, the course is aimed to show the specialist manager why, where and how his activities must be fused into general management structure.

Full details from the director of studies, R. C. M. Calloghan, "Kelfield", Blackmore End, Wheathampstead, Herts.

Showmanship

A COURSE of instruction in production techniques for visual aids in education and industry is to be held at the Audio-Visual Science Centre, Wandsworth Technical College (Wandsworth High Street, London, S.W.18). This three-year course will cover photographic and drawing techniques, and will be divided into day and evening classes, commencing September 16 (day) and September 23 (evening). Students wishing to take only a part of the course will be included in the classes where accommodation permits.

A separate course on the operation and care of optical projectors comprising 12 three-hour sessions begins on September 17 (day) and September 23 (evening). Day classes will be held four days a week and evening classes two days a week.

40-Hour Experiment

THE British trade unions' promised 40-hour week campaign adds topicality to a new publication from the European Productivity Agency—"The 40-hour, five-day week—an experiment in a Norwegian garment factory" by E. Thorsrud. Other new EPA publications are M. Pierre's "Wage Incentives in Industry" and "Training Facilities in the Field of Human Relations," a report on Germany.

Production Goes Up

THE figures below show the M.o.I. index of production for all industries after adjustment to exclude movements due to regularly recurring seasonal factors, including holidays. The adjusted series is designed to make the trend of production more readily discernible. This trend, after a static period of several months, is now noticeably rising. Figures are based on the index 100 for 1948.

	1956	*1957*
January	138	136
February	136	137
March	137	137
April	136	137
May	136	140
June	138	140-141
July	136	
August	134	
September	137	
October	136	
November	137	
December	135	

News Snaps . . . . . .

AS a result of co-operation between the Lancashire County Education Committee and Leyland Motors Ltd., the company's Day Continuation School will extend its courses next year to include the Ordinary National Certificate in mechanical engineering. It will be the first works school in this country to have a syllabus covering this examination.

A DEMONSTRATION SHOP for training meat products salesmen is a feature of the new four-storey canteen, welfare and training block now building next to the Willesden factory of T. Wall & Sons Ltd. The block is scheduled to be ready by August, 1958, when existing factory washrooms will be dismantled for extensions to medical and other departments.

THE TEN SMART GIRLS acting as receptionists on the Mullard Ltd. stand at the current Earls Court Radio Show were selected after a company-wide contest throughout all the firm's factories, laboratories and offices.

RETIREMENT is no longer a dead-end prospect for some Cardiff pensioners. They are employed as guides to take visiting parties around the paper mills of Thomas Owen & Co., Ltd. Thus the firm is able to cater for possible sources of recruitment without losing precious production time on the conducted tours.

Appointments

Mr. P. A. McCaig has been appointed chief personnel officer of the Brush Electrical Engineering Co. Ltd., Loughborough. He was formerly personnel officer at the Liverpool factory of the Lockheed Hydraulic Brake Co. Ltd., a post he had held since the factory was opened in 1951.

Johnson, Matthey & Co. Ltd., announce the appointment of **Mr. D. A. Chappell** as the company's education and training officer.

Mr. L. J. Hamblin, industrial relations and welfare officer, British Transport Commission, has been appointed secretary of the British Railways Productivity Council.

Elections

Mr. C. A. Herring, appointed earlier this year personnel director of British European Airways, has been elected a member of the Council of the Institute of Transport.

Lord Lyle of Westbourne has been re-elected president of the Office Management Association for 1957-1958. **Mr. S. E. Kerridge** was re-elected chairman of the Council.

Obituary

News of the sudden death recently of **Mrs. J. B. Stevens,** personnel manager of AC-Delco, Division of General Motors Ltd., Dunstable, has been received with deep regret by her many friends in the field of personnel management and welfare. Mrs. Stevens joined the company in June, 1944, after a personnel management course at Edinburgh University, and was appointed personnel manager in September, 1945. She was a member, or company representative, of BAIE, BACIE, IWS and the BIM.

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Special Diets Need Not Mean a Special Problem

Intelligent Adaptation of Daily Bill of Fare

By L. BANHAM, A.R.San.I., A.M.H.C.I.

CATERING for people who need special diets sometimes sets a problem for industrial canteens, particularly large ones. In smaller establishments the demand is of course not so great, but whether large or small the requirements are basically the same. And it should be stressed right away that to the experienced cook there is nothing difficult in the preparation of special foods; the main trouble lies in knowing what foods are permissible, in what quantity and what cooking process should be used. In this matter it is a great help to the canteen manager if the person on a diet gives him a copy of the instructions he has received from his doctor.

The more familiar special diets served in industrial canteens and staff restaurants cover diabetic, gastric and duodenal ulcer and obesity cases. Every effort should be made to cater for their needs and this should not mean much extra trouble given intelligent adaptation of the daily bill of fare. It is largely a matter of experience, planning and common sense.

The diabetic worker is usually well equipped with instructions on what he may (and may not) eat and in what quantity. Generally, he may take the normal main course but with less potatoes than the usual helping and possibly a larger helping of vegetables. It is with regard to bread, potatoes, sugar and starchy foods that the diet has to be limited; sweets therefore can be replaced by fresh fruit or by an ounce of bread and cheese. In this connection should be mentioned a new sugar-free, vitamin-enriched chocolate for diabetics manufactured by A. Wander Ltd., the makers of *Ovaltine*. Most useful here is the "Cookery Book for Diabetics" compiled by the Diabetic Association of 152 Harley Street, W.1, which lists a range of simple dishes which help to vary the diet. It is published by H. K. Lewis & Co. Ltd. of Gower Street, W.C.1. who specialise in manuals and handbooks for diabetics.

Ulcer Cases

Gastric and duodenal ulcers, despite the popular idea, are not confined to the executive echelons. They are found in all sections of the staff, often among the most conscientious whose proneness to worry is thought to be an underlying cause of their physical condition. Such people are advised to take small meals and take these often and to be regular in their eating habits. Thus, by taking a biscuit or two at intervals, or a few sweets, or a piece of plain cake, they never allow the stomach to become empty and, as it were, digest itself.

A flask of milk or very weak tea or *Ovaltine* is very useful as an added form of "snack". Strong tea or coffee, like strong drink, should be avoided, and smoking should be reduced to a single cigarette after the main meal.

Foods available to ulcer cases should include: boiled, steamed or grilled fish, omelette, scrambled eggs, poached egg, macaroni cheese (without skin), tripe, brains, minced lamb, mutton, chicken or rabbit and, if the doctor agrees, minced beef or liver.

Vegetables need to be well cooked and sieved, likewise fruit such as apples, pears, prunes, plums. Steamed sponge puddings are a good idea as are also jellies, junkets, blancmange and ice-cream. Puddings can be made from well-cooked rice, ground rice, cornflour, tapioca, arrowroot, semolina and vermicelli. Some variation can be achieved by flavourings such as caramel, chocolate, coffee, almond or vanilla. Vitamin C tablets, black currant juice or rose hip syrup should be used as prescribed.

Popular rendezvous for workers at the Treforest factory of K.L.G. Sparking Plugs Ltd. is this roof garden where employees can spend their meal break away from the factory atmosphere.

Almost more important are the foods to be avoided. Chief among these are: coarse biscuits, new bread, fried foods, fish with fine bones, pastries, fruit cake, suet puddings, pickles and spices, raw vegetables, raw fruits and salads, made-up and re-heated dishes, sauages, nuts and jam containing pips or seeds. Sandwiches should always be made from bread which is stale and crustless. Usual fillings are scrambled egg, marmite, grated or processed cheese, minced chicken, lamb, mutton, cooked fish or tinned salmon.

In recent years there has been quite a demand for diets to meet the needs of women who are slimming-conscious. These are not always genuine obesity cases though there are many people whose health and consequent working efficiency could be improved by a loss in weight. Since, however, it is unwise to embark on a slimming course without a doctor's advice and supervision, it would probably not be politic to introduce a basic slimming diet in the canteen. With their high protein ratio and their use of fruits and salads, slimming diets are expensive to produce. But any canteen with a good variety of foods ought to be able to provide something from stock, as it were, for people who need to take off a bit of weight.

Having taken the trouble of preparing special diets, these should be given adequate publicity on notice and menu boards. There is of course no way of compelling diabetic or ulcer cases to buy these dishes but it can always be established in advance how many are likely to do so if the special meals are laid on.

Promotion must be worn lightly

Even a minor promotion gives a man power and unless he knows how to use it properly he can ruin himself, cause resentment and unrest among his subordinates and untold trouble to his employer. It goes almost without saying that any means which will eliminate such a risk should be used to the full.

The most effective means comes readily to hand in the shape of 16mm. films from the G.B. Film Library. There is an excellent range available, to hire or buy, which deals exclusively with the problems of Management. Each film demonstrates to men holding authority the personal and administrative problems they have to face, and pinpoints the pitfalls they must avoid.

These 16mm. films are an invaluable contribution to successful personnel relations and should be shown regularly to Management in every kind of Business and Industrial Organisation.

FILM shows the way to successful management

A brief selection of the 16mm. films available on Industrial Management

CATALOGUE NO.	TITLE	COLOUR B/W	REELS	HIRE CHARGE*	PURCHASE PRICE	APPROX. RUNNING TIME
IF.3954	All I Need is a Conference	B/W	3	£3.0.0.	£60.0.0.	30 mins.
IF.3710	First Impressions	B/W	1	10.0.	£12.10.0.	10 mins.
IF.3779	The Inner Man Steps Out	B/W	3	£3.0.0.	£60.0.0.	27 mins.
IFC.7048	Production 5118	Colour	3	£5.0.0.	Not available for outright purchase	30 mins.
IF.3711	Supervise With Care	B/W	1	10.0.	£12.10.0.	13 mins.
IF.3821	The Shop Steward	B/W	2	£1.0.0.	Not available for outright purchase	22 mins.

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NEW BOOKS ★ NEW FILMS

The Structures of Organisations

Organisation — The Framework of Management. E. F. L. Brech. *Longmans, Green & Co., 45s.*

THIS book is described as "the first of its kind in British literature of management". With the current interest in organisation, it is not likely to be the last, though in fact Mr. Brech goes into his subject so thoroughly that it is difficult to think of anything left to be covered.

The treatment of the subject is analytical (Part I, Organisation in Principle) and practical (Part II, Organisation in Practice). The whole is extremely logical but it does not make easy reading—indeed, it is difficult to imagine any book on such a subject making easy reading, for management structures though basically simple are often forced to be complex through the ramifications that sprout once they are set up. Again, as the author says:

"Organisation structure as a subject suffers from being much talked of but relatively little understood, so far as its real essence is concerned. At conferences and study groups up and down the country, the subject recurrently figures in the syllabus, and useful discussions are frequently held; but from many of them one comes away with a sense of having been present at shadow-boxing; there has been a failure to come to grips with the real problem under discussion, because there is inadequate appreciation of the nature of those problems in themselves."

If anything, the author himself has gone to the opposite extreme of over-appreciation but this is a fault on the right side. His chapters on Functional Responsibilities and Relationships, on Can Responsibilities Be Defined?, on Centralisation v. Decentralisation and on Organisation Planning and Management Development are first-class. Mr. Brech takes the view that a future supply of reliable managers can only be ensured by giving young executives a growing amount of responsibility and this can only be done if specific areas of responsibility are defined. This, the book does admirably.

This, however, is a work to be taken in small doses. As the dust jacket says, it has a special value for management lecturers and students, so it would be a good idea to get a copy for the training library.

Short Films on some Topical Matters

BECOMING a blood donor is a remarkably simple and painless process, and it is surprising (even shocking) that the National Blood Transfusion Service is compelled, again and again, to issue appeals for volunteers. We reported last month that almost 4,000 Austin employees in Birmingham had volunteered to aid the Midlands blood bank. To help future appeals and to provide general information about the vital work done by the Service, the COI has produced for the Ministry of Health a 17-minute film entitled **Blood is Life.** Apart from describing exactly how to become a donor the film will set many apprehensive minds at rest by showing the extreme care taken to safeguard both the donor and the patient who receives the transfusion. At a hire charge of 10s., the film is ideal for showing to an audience of workpeople, especially in heavy industries where thoughts of possible emergencies may help to jolt the mass conscience.

Mr. Woodrow Wyatt (author of "The Peril in our Midst"—an exposure of communist infiltration into the trade union movement) turns his ever watchful eye to civil defence, and particularly to Britain's chances of survival in a hydrogen bomb attack, in a film by the BBC Television Film Unit. Running for 14 minutes, **Civil Defence Makes Sense** may help management in its efforts to make workers Industrial C.D.-conscious. Hire charge: 10s.

The work of the International Labour Organisation, as we showed in our August issue does not affect this country to any great extent since our working conditions are far higher than the minimum they prescribe. Nevertheless it is useful for the British worker to know something of conditions outside and of the laudable work the ILO has done and is still doing. All this is summed up in a recent film, also by the BBC Television Unit, called **No Other Way.** It is one of a series—"The World is Ours"—dealing with world problems and the multifarious work of the United Nations. Running time: 31 mins.; hire charge: 15s.

All these films can be hired from the Central Film Library, Government Buildings, Bromyard Avenue, London, W.3. (Tel: SHEpherds Bush 5555).

Watch That Watch

A WARNING on the careful and constructive use of the stop watch is given in a handbook recently published by the BIM. Entitled "Work Measurement" (12s. 6d. post free), this is the last in their three-part series—"An Outline of Work Study"—and is available from the BIM at 80 Fetter Lane, London, E.C.4.

The book refers to employee suspicion that work measurement is merely the old stop-watch bogy in a different guise, and stresses the importance of keeping the workers informed on the practice. It continues on a further cautionary note: "Although work measurement is an essential part of work study . . . it is vitally important that before it is used, methods of working should be analysed and any worthwhile improvements put into effect. Managements who neglect these points are storing up trouble for themselves in the future".

Wages Guide

THE eleventh edition of "Time Rates of Wages and Hours of Labour", dated April 1, 1957, compiled by the Ministry of Labour and National Service, has been published. The main tables in this new edition show, for the more important industries and occupations, the minimum or standard time rates of wages, the dates from which these rates became operative, and the normal hours of labour. Particulars are also given, where available, of the basic rates for piece-workers, the additional rates payable to shift and night workers, and, where they exist, of the arrangements for a guaranteed weekly wage.

Three appendices give details of rates of wages for young workers in a selection of industries, and of overtime rates of pay, and arrangements for paid holidays in the industries included in the main part of the volume.

Classic Collection

THE demand for Continental films often varies with the district with the result that there are some parts of the country where these are rarely if ever shown. Thus there are many people who seldom get a chance to see some of these films despite enthusiastic reviews in the national Press. For that reason it is worth mentioning that Films de France Ltd. have available for hire a large selection of Continental classics on 16 mm. and suitable therefore to the usual projector found in works, social and recreation centres. Those interested should write for a catalogue.

Films de France Ltd., 48 Dover Street, London, W.1.

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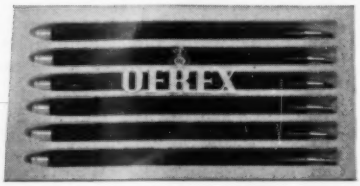

Slide-top desk tray contains 6 assorted draughtsman's pencils; perfectly balanced, *entirely* wobble-free. 5″ graphite refills each marked with degree of hardness in uniform grading from 4B-6H; or in colours. 2 mm. gauge for chisel or fine pointing. A perfect instrument for the draughtsman. **Ref. 240**

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September Management Diary

BACIE
8-13 **Droitwich.** 5-day residential course for education and training officers. Joint course with IPM, IWS and NIIP.
26-28 **College of Aeronautics, Cranfield.** Annual residential conference. Theme: "The urgent need for advance planning to seize the unique opportunity of training the exceptional number of school-leavers entering industry and commerce in the next ten years."

BURTON MANOR
9-20 The nature of management. Course for middle and junior managers scheduled for promotion, part I.
9-20 Supervisory management. Course for established foremen and supervisors.

INDUSTRIAL CATERING ASSOCIATION
10 **Birmingham.** Discussion groups.
2 **Wolverhampton.** Demonstration by Messrs. Heinz.
18 **London.** Demonstration and talk on shell fish.

INDUSTRIAL WELFARE SOCIETY
3-7 **Keble College, Oxford.** 8th annual conference for apprentices, second part. Theme: "The approach to direct responsibility."
27-Oct. 2 **Lilleshall Hall, Shropshire.** Manual lifting and handling. Course for instructors.

Non-residential meetings and courses at Robert Hyde House.
24 Human relations—what next?
27 Industrial Editors (Welfare) Group meeting.

Meetings outside London.
25 **Swansea.** Canteens day course.

INSTITUTE OF INDUSTRIAL SUPERVISORS
6-8 **Ashorne Hill, Leamington.** Practice of supervisory management.
6-8 **Ashorne Hill.** The foreman and cost reduction.
13-15 **St. Ann's Hotel, Buxton.** Work study for supervisory management.
13-15 **Crown Hotel, Scarborough.** Industrial relations, industrial law.
13-15 **Waverley Hydro Hotel, Melrose.** The practice of supervisory management.
27-29 **Kilmacolm Hydro, Kilmacolm.** The foreman and cost reduction.

INSTITUTION OF PRODUCTION ENGINEERS
27 **Leicester.** Work measurement and its uses for management.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
2-6 5-day course in the elements of vocational guidance.
9-13 5-day course in selection methods, part I.
16-17 2-day course in staff reporting and merit rating procedures.
18-20 3-day course for supervisors.
30-Oct. 4 5-day course in selection methods part II.

POLYTECHNIC (London)
Department of Management Studies
Dates given below are for commencement of courses:
23 Effective speaking.
27 Report writing.

ROSPA
16-17 **Wadham College, Oxford.** 46th industrial safety training course.
30-Oct. 5 **NATIONAL INDUSTRIAL SAFETY WEEK**

SUNDRIDGE PARK
8-28 Measurements for management. 3-week residential course for senior executives.

U.K. ATOMIC ENERGY AUTHORITY
25-27 **Harwell Isotope School.** 3-day course for senior executives on the use and control of radioisotopes in industry.

URCHFONT MANOR
30-Oct. 5 Thinking, speaking, writing. Course on committee and report work.

URWICK, ORR & PARTNERS
16-20 One-week management course for top executives of grocery multiples.

EXHIBITIONS
10-21 **Manchester.** Food, cookery and catering trades exhibition.

October Management Diary

BACIE
6-26 **Elvetham Hall,** nr. Farnborough, Hants. The education and training function of management. 3-week development course for education and training officers.

BRITISH INSTITUTE OF MANAGEMENT
18 **Pendley Manor, Tring.** Management techniques and problems. 5th residential course for managers and assistant managers begins, extending over 6 long week-ends at approximately monthly intervals.

BURTON MANOR
6-11 The nature of management. Course for middle and junior managers scheduled for promotion, part II.
6-11 Introduction to supervision. Course for chargehands and junior foremen scheduled for promotion.
14-25 and 28-Nov. 8 Supervisory management. Course for established foremen and supervisors.
20-25 Management in the smaller firm. Course on planning, accounting and industrial relations.

INDUSTRIAL CATERING ASSOCIATION
7 **Wolverhampton.** Demonstration by the Cheese Bureau.
1 **London.** Talk on wine.
8 **Leeds.** Hygiene—film and talk.

INDUSTRIAL WELFARE SOCIETY
Residential conferences and courses.
7-11 **Lilleshall Hall, Shropshire.** Course for newly appointed industrial sports officers.
18-21 **Hotel Majestic, St. Anne's-on-Sea.** Conference for foremen and forewomen.
28-31 **Dunford, Midhurst, Sussex.** Workshop on employee information.

Non-residential meetings and courses at Robert Hyde House.
1 New filmstrips demonstration.
2 Canteen meeting and new filmstrips.
7 Industry and relationships in Africa.
9 Report writing.
9 Resistance to change.
16 Management seminar on human relations.
17 Visual aids demonstration.
25 Industrial Editors (Welfare) Group meeting.
29 Attitude surveys.
30 Manual lifting and handling.
15-16 Office managers and supervisors.
22-24 Industrial and factory law.
21, 28 - Nov. 4, 11, 18, 25. Retail supervisors' and buyers' discussion groups.
10, 17, 24, 31 Nov. 7, 14, 21, 28 Dec. 5, 12 Speaking successfully in business and in public.
14, 24, 28 - Nov. 4. Foremen study course.
17, 24, 31 - Nov. 7. Evening lectures on business methods in catering.

Meetings outside London.
2-3 **Cardiff.** Group leading.
8, 22 - Nov. 5, 19 **Birmingham.** Four evening lectures on business methods in catering.
16 **Manchester.** Canteens day course.
22 **Birmingham.** Manual lifting and handling.
23 **Cardiff.** Management seminar on human relations.
31 **Leeds.** Suggestion schemes.

INSTITUTE OF INDUSTRIAL SUPERVISORS
4-6 **Crown Hotel, Scarborough.** Work study for supervisory management.
11-13 **Allan Water Hotel, Bridge of Allan.** The practice of supervisory management.
11-13 **St. Ann's Hotel, Buxton.** Human relations.
25-27 **Missenden Abbey, Bucks.** The foreman and cost reduction.
25-27 **Marine Hotel, Troon.** Industrial relations, industrial law.

INSTITUTE OF PERSONNEL MANAGEMENT
4-6 **Harrogate.** National conference.

INSTITUTE OF WELDING
12 Safety and health in welding. Course for industrial nurses and safety officers.

OFFICE MANAGEMENT ASSOCIATION
6-12 **Selsdon Park Hotel, Sanderstead, Surrey.** 6-day residential course on organisation and methods.
28 **London.** Techniques of organisation and methods. Series of evening lectures begins.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
28-Nov. 1 5-day course in the use of stastics in personnel management. Joint course with IPM.

POLYTECHNIC (London)
Department of Management Studies
Dates given below are for commencement of courses:
1 The supervisor and his problems. Short course for foremen and supervisors.
30 Techniques of modern incentive schemes.

RESIDENTIAL COURSES FOR GIRLS
12-19 **Kilvrough Manor, S. Wales.** Course for girls working in production departments.

URCHFONT MANOR
14-19 The human factor in production. Course for foremen, chargehands and union representatives.
21-26 Women at work. Course for women supervisors.

EXHIBITIONS, Etc.
8-12 **Harrogate.** Festival of films in the service of industry.
15 17 **London.** Corrosion exhibition.
16-18 **London.** Engineering Industries Association, 10th London regional display.
16-26 **London.** 42nd international motor exhibition.

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30 Queen Victoria Street, London, E.C.4).

ST. ALBANS

Another Cure for Inflation

(*Continued from page* 32)

group working with them towards that goal; *if* they feel their work is recognised; *if* they feel responsible for their own work and actions on the job; *if* they feel they are treated fairly. The direction is clear but *how* to get there and by what routes is still too obscure.

Translating the "ifs" I have outlined into industrial practice is providing and will provide many headaches. It is no use pretending there are any easy or short cut solutions. These are broad generalisations but each human situation is unique. Measures that will work in one firm may not work in another.

Let us take a concrete example. One company asked its workers (working together in small groups) to draw up a specification of what they thought a foreman should be like and what he should do. Their answers, together with those of supervisors and higher management, have been organised into a job description. The workers were then asked to tick the names of five men out of 220 hourly workers who came nearest to this description. The results were surprising: 90 per cent of the work force was eliminated by popular consent. Out of the 10 per cent left management have chosen a foreman and four charge-hands. The workers have shown the management that it *pays* to consult them about the choice of foremen and, at the same time, a sense of responsibility and feeling of belonging is being fostered. But this procedure might not work at all in another factory with different traditions and a different social "climate". We know, for example, that some groups would feel lost and frustrated if they were expected to make decisions of this kind.

Financial measures are required to tackle the financial problem of inflation. But the brief examples I have quoted show that fundamental organisational and psychological considerations are deeply interwoven with the financial ones. You, too, must be able to give further examples and add your thoughts to mine. I hope you will do so for this problem requires every ounce of human ingenuity and perseverance which we collectively possess if it is to be solved.

LES POUPEES FANTASTIQUES

This delightful continental novelty attraction never fails to mystify the audience

There is no mystery attached to the comprehensive entertainment service provided by

MURRAY - WARD PRODUCTIONS
38 DEMESNE ROAD, WHALLEY RANGE, MANCHESTER, 16
Telephone: MOSS SIDE 4300

Everything for your Children's Party, Concert, Dance, Cabaret, Sports Day, etc.

"Star" Attractions Our Speciality

"GUARD YOUR HANDS"

THE accent is on hands in this year's National Industrial Safety Week. Beginning September 30, "Sergeant RoSPA", the guardsman mascot of the campaign, will be appearing in works and factories throughout the country, pointing with an outsize pair of gloved hands to the many hazards in the workshop waiting to crush, cut or burn careless fingers.

Over 44,000 people were involved in handling accidents in 1955—more than a quarter of all reportable accidents for the year. Of course, not all handling accidents cause hand injuries, but this year's concerted "Guard Your Hands" campaign aims to ensure that none of them does. RoSPA has ready a stock of publicity material to aid each individual works campaign. Posters, leaflets, correspondence labels, drip mats for the canteen, lapel tags and a palmistry booklet called "Your Future is in Your Hands"—all these are available from RoSPA's Service Department, Terminal House, 52 Grosvenor Gardens, London, S.W.1.

Coroner Slates Canteen

WHEN a police officer paid a surprise visit to a workers' canteen on Manchester Exchange railway station he found that the fingernails of some of the women canteen staff were in a filthy condition, the floor was dirty and men had their feet on the seats and their caps on the tables. This was stated at the inquest on a Manchester man who died of food poisoning. His widow testified that he occasionally ate at the station canteen.

Medical evidence was that he died of salmonella poisoning, and a doctor commented that dirty fingernails were certainly not safe for persons engaged in the preparation of food. Cooked ham allowed to go cold (on the canteen menu the night before the man was taken ill) and meat pies were classic examples of foods which conveyed the poison germ. The coroner added that it had not been established where the man had bought the infected food, but it was very likely it had been either a meat pie or cold ham.

The deceased had worked for Kemsley Newspapers. The coroner, after hearing of the model conditions prevailing at the new canteen in Kemsley House, Manchester, remarked: "I think it very unlikely that this man had anything to eat there which could have given him this germ. But the railway station is not kept in anything like that condition".

Assurance for Caterers

LIFE assurance cover of £1,000 and a retirement pension of anything up to half-pay are included in a pension insurance scheme for senior staff, recently introduced at the company's expense by Midland Catering Ltd. With over 1,000 employees, Midland Catering offer a comprehensive catering service to industrial concerns in the Midlands. They now operate about 200 canteens for firms employing from sixty to thousands of workers.

Change of Address

THE Blackman Export Co. Ltd., a subsidiary of Keith Blackman Ltd., manufacturers of fans, ancillary equipment and industrial gas apparatus, have moved from 23 Queen Square, London, W.C.1, to the parent company's head office at Mill Mead Road, London, N.17. Keith Blackman Ltd. have opened a London area sales office at the vacated Queen Square address.

Engine-drivers Push Sales

EVERY member of British Railways' staff in the London Midland region, including engine-drivers, firemen, workshop staff and signalmen, has been asked to become a salesman. Cash awards are offered for securing freight or passenger traffic; they are open to every employee whose normal duties do not include such business. Introducing the campaign the chief commercial manager has sent a personal message in which he points out that if each London Midland employee secured one wagon-load of traffic or four second-class journeys over 175 miles, receipts would go up by £2 millions.

No frayed tempers

The girls, you notice,
are packing bottles. Of what?
Skin lotion? Very likely.

Say they were inspecting
nylon stockings. The working
surface is FORMICA
laminated plastic.
The message stands out
a mile. Smoothness.
Charm. No snags . . .
Suppose they were handling
food instead? *A* FORMICA
surface is hygienic,
impervious, beautifully
easy to clean.
Say they were muscular men
manipulating machine
parts? *A* FORMICA *bench-*
top is hard, solid, rugged
(heat-resistant, what's
more, up to 310° F).
Then that's why managers say:

FORMICA* for me!

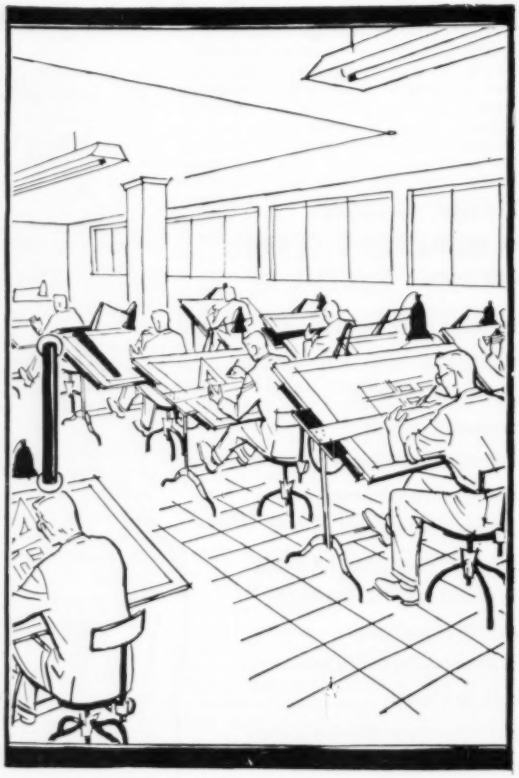
So it is. But *also* because FORMICA surfaces
are modern, bright, colourful, a terrific
tonic for morale. No frayed tempers.

Write to Dept. F421, De La Rue House,
Regent Street, London W1

* FORMICA *is a registered trademark*

Look for the name FORMICA on every sheet

The layout of your canteen will be planned behind this door



The best decision you'll ever make is when you call in Shepherd's.

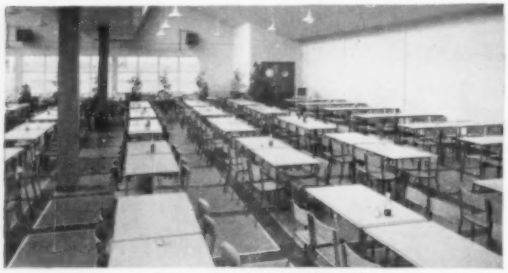
They're experts in planning canteens from start to finish, and they do it entirely free—without obligation.

Starting with a blueprint, everything is taken into consideration—nothing is overlooked—every single piece of furniture is carefully selected for a reason: that reason is the ultimate efficiency, convenience, and working ability of your canteen.

Shepherd's manufacture tubular furniture that's really made to last; delivering direct to customer's addresses.

Take a close look at these illustrated examples, they explain more clearly than words how Shepherd's can plan for *your* canteen too. Floor size is no object.

An enquiry costs absolutely nothing. Our technical representative in your area will be pleased to give you the benefit of his experience.



Messrs. Armstrong Siddeley Motors Ltd., Coventry.

The General Electric Company, Ltd., Wembley, Middx.

H. C. SHEPHERD & COMPANY LTD.

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Telephone: Deansgate 7545

EFFICIENCY ★ SAFETY ★ LIGHTING ★ HOUSEKEEPING ★ CANTEEN ★ WELFARE

Firms with new products for better, safer working in industry are asked to send details to the Editor with, if possible, an illustration.

Efficiency Aids

V.H.F. PAGES

THE works manager was talking to one of the foremen in the machine shop. Suddenly he was aware of a continuous high-pitched buzzing coming from his breast pocket from which protruded a small package covered in imitation pigskin. It was a pocket receiving set complete with aerial and speaker grill. Placing the grill to his ear, he pressed a button on the back of the set and listened to a message transmitted from another part of the factory.

This V.H.F. system of radio paging, known as the **Page Boy,** has been developed to simplify the problem of staff location within factories, offices, hospitals, in fact any organisation

The pocket receiver fits snugly.

where members of the staff move around the place, yet must frequently be contacted in a hurry. There are two call signals—continuous, for relaying messages, and intermittent, to denote that the listener is wanted on the phone.

Distinctive from other forms of confidential location systems which make use of an inductive loop around the periphery of the area to be covered, the Page Boy is pure radio. It consists basically of four pieces of equipment: the receiver, modulator (transmitter), radiator (an aerial which beams the signal) and the charging rack, where the receiver can be left overnight to recharge its battery. (One 10-hour charging, the makers claim, renders the battery good for another 30 hours' use.)

Each radiator has a spherical radius of 50 yards but any number can be added to increase the transmission range. The tuning dial on the modulator is divided into 24 segments, 12 alphabetical and 12 numerical, which, by permutation, provide for 144 separate wave lengths. The makers can also supply special types of transmission units providing up to 1,000 wave lengths. Tests have shown that transmission neither affects, nor is affected by, any nearby piece of radio, X-ray or radioactive equipment.

Prices are as follows: receivers—£21 15s. each; modulators—£52 10s.; radiators—£11 5s.; charging racks—£2 2s. 6d. per charging bay.

Cotterill-Ginn Ltd., 13 Suffolk Street, Pall Mall, London, S.W.1.

TOUCH-UP UNIT

THE Bullows V 2579 touch-up kit meets the need for a compact portable unit which allows a range of colours to be sprayed easily by one operator with a minimum loss of time in changing colours.

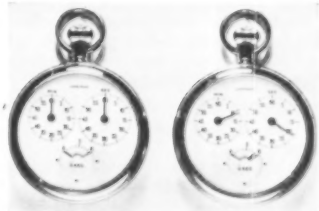
It incorporates a L/910 spray gun with seven aluminium cups of 5 oz. capacity, six cups being used for colours and one for thinners. There is a built-in reducing valve, a suitable length of hose, and the whole kit is mounted on a castor-based trolley

which can be easily trailed around the shop by the operator. Price is £33 2s. 6d., plus 17 per cent; delivery —6 to 8 weeks.

Alfred Bullows & Sons Ltd., Long Street, Walsall, Staffs.

UNIQUE TIMER

A NEW type of portable process timing meter, known as the T.D.50, has been placed on the market. The makers claim it is the only instrument of its kind in the world, registering its result in minutes, seconds and tenths (decimals) of a second on three separate and distinctive dials, thus removing the possibility of misreadings. The decimal



Two T.D.50's. One set at zero, the other on a reading.

hand cannot stop between strokes on the split-second dial and accordingly "dead-on-register" is always indicated and the reading always correct. The T.D.50 is shockproof to withstand the rough usage it may receive on the factory floor. It has a seven-jewel lever movement.

Timing works on a three-pressure principle: the first pressure on the button starts the hands; the second pressure instantly stops them; and a third returns them to zero. It will time operations up to 61 minutes and passes inspection at a tolerance of plus 0.5, minus 0 seconds per hour. Price is £7 8s. 9d., with one year's guarantee.

Industrial Timing Instruments, 25 Holborn Viaduct, London, E.C.1.

BETTER TIME RECORDING

ANY company using time clocks for round-the-clock, unsupervised recording, which suspects that falsification of records may be taking place, will be interested to hear of the new Blick Model 60—a card system recorder of the multi-lift type. The colour of the recording changes from blue to red and back to blue 26 times in every 24 hours. It can be supplied in a wooden case fitted with 8-day, spring-driven pendulum movement, or in a metal case fitted with either synchronous electric movement (A.C.

mains) or an impulse movement controlled by a Blick master clock.

The same makers have now introduced a high speed time-clock designed to do away with the queues which often form at the gates of large factories. This is the Model 81 **Electroprint** time recorder. It is electrically driven and is fitted with the latest type of automatic solenoid-operated mechanism. It is impossible to obtain a printed record until the card is in the correct clocking position and successive registrations are automatically positioned one below the other to eliminate over-stamping and to allow "out" recordings to be made immediately after "in" recordings.

The card receiver automatically changes the date each midnight and employs two-colour mechanism—normal times printed blue, lates and overtimes in red—which is a great help to the wages clerk. Operation is from A.C. mains or by one-minute impulse master system.

Blick Time Recorders Ltd., 96-100 Aldersgate Street, London, E.C.1.

HANDY NOTEPAD

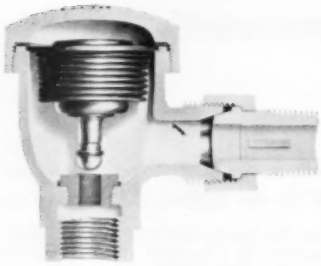
A SMALLER version of the original *Permapad*, the *Minor* measures approximately 5 x 7½ in. and fits easily into the foreman's coat pocket for quick memos and directives as he walks about the shop. It has two sections: paper is fed on from two hidden rollers on the left and notes for future action may be retained until no longer

required, when the paper is ripped off at the right side; directives, on the other hand, can be immediately torn off and passed on. The pad is of metal covered with coloured plastic or with genuine morocco or pigskin.

Fonadek (Branson) Ltd., Knightsdowne House, Vivian Road, Birmingham, 17.

STEAM TRAP

THIS appliance is called a balanced-pressure steam trap and is used for draining condensate from such equipment as radiators, space heaters, small steam coils, small canteen appliances, sterilisers and the like. It can also be used for venting air from steam-heated rollers, jacketed pans, long runs of heating on appliances where it is desired to supplement the normal air capacity of steam traps.



The trap operates on a balanced pressure principle which means that the pressure inside the element is equal to the steam pressure inside the trap body. When condensate enters the trap at a temperature slightly lower than saturation temperature at the pressure prevailing, it chills the element and slightly reduces pressure inside the bellows to a point at which the steam pressure is sufficiently in excess to overcome the natural spring of the bellows plus the loading on the valve when the trap is open.

All condensate having been discharged the pressure inside the bellows is restored and the natural spring of the bellows moves the valve to the seat.

The element consists of a hydraulically formed Hydroflex bellows made from a solid drawn tube or cup in one operation. This method of manufacture subjects the tube to high internal pressures which cause the tube to burst if there is the slightest defect present.

Dayton Regulator and Instrument Co. Ltd., West Drayton, Middlesex.

Safety

EXPLOSION SUPPRESSOR

THERE are some kinds of industrial explosions which cannot be prevented; they spring from natural or chemical causes inherent in the processes concerned. But science has devised a method which makes use of the beginnings of an explosion to operate mechanism that automatically suppresses it in its very early stages.

Explosions involving petrol vapour or fine inflammable dust mixed with air, have one common feature: they are not instantaneous, but start with a tiny spherical flame. As the flame expands spherically so the pressure within the container increases proportionally. When all the combustible material has been burned the pressure attains its maximum and the final explosion occurs.

This time lag between the primary ignition of the vapour and the final explosion was first noticed by scientists at the Royal Aircraft Establishment, Farnborough, during research into the prevention of fire and explosion in aircraft fuel tanks. Further experiments revealed also that, in obedience to a natural cube law, the growth of the flame and the consequent rise in pressure was comparatively slow in its early stages. In 1948 the researchers produced the first suppression of an explosion, using a device which was triggered by the small initial pressure rise, smothering the flame with suppressant vapour before it had time to accelerate to maximum.

This principle has since been applied to the *Graviner* protective equipment specially designed for industrial use. Several methods are now available to suppress or vent the explosion, operated by electrically fired detonators triggered by the initial rise in pressure. There are also devices which prevent the first flame travelling (along a duct, for example) so causing a secondary explosion.

It is claimed that, in general, any dust or gaseous explosive mixture which, when ignited in an enclosed space, reaches maximum pressure in not less than 40 milliseconds (1 millisecond = .001 seconds) can be brought under control by these methods. (An ideal hexane/air mixture in a one-gallon vessel takes 50-60 milliseconds to reach maximum pressure).

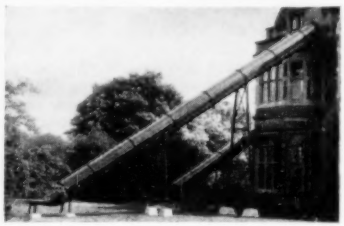
The system is powered by an electrical unit which, in the event of circuit failure automatically sounds the alarm and sets a stand-by battery in action. The equipment is installed and regularly serviced by *Graviner* engineers. Further details and advice on the exact equipment to suit the customer's needs can be obtained from the manufacturers.

Graviner Manufacturing Co. Ltd., Gosport, Hants.

ESCAPE CHUTE

THIS escape chute has been designed by a firm of fire service consultants. It is intended primarily as an answer to the problem of rapid, safe escape from fire by bed-ridden patients in hospitals, but it embodies features which may well be adapted in other fields.

The chute is constructed in sections from galvanised mild sheet steel, and is therefore strong, fireproof and weather proof, one important advantage



over previous types of wooden chutes. The interior and all rough edges are smoothed, which makes for rapid descent, and the bend at ground level

slows down the exit to a safe rate.

The chutes vary in length according to the height of the building but, provided there is no obstruction beneath, there is always a rake of 40 deg. to ground level. It is supported by steel framing attached to the wall by means of heavy flanges. Its light weight does not need support from the ground, so it can run down the sides of the building, picking up at various windows if necessary.

Enright (Fire Services) Ltd., 4 Park Square East, Leeds, 1.

FOLDING FIRE ESCAPE

THE Antifyre **Quickfix** folding fire escape is made of strong, light aluminium alloy, weighs only 15 lb., but when opened out (a quick and easy process) it extends for 12 ft. The ladder is hung on to a window fitting and can be kept in position or clipped on when needed. (When folded it takes up hardly any room.) Throwing it from the window immediately extends it: each rung clips rigidly into position and it is held clear of the wall by stays. The makers say it will support as many people as can get on it at one time, with ample reserve strength. The Quickfix is rust proof and requires no attention. Prices are: 12 ft. ladder—£13 10s., each additional 10½ in. rung—17s. 6d., extra window brackets—5s. each.

Antifyre Ltd., Shaftesbury Road, Acton, London, W.3.

BETTER MASK FILTER

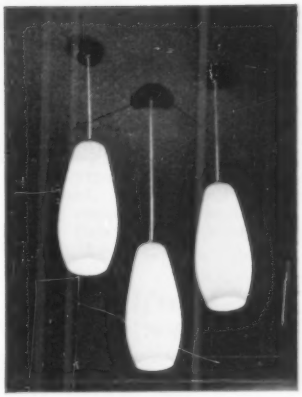
THE **Safir** protective mask can now be supplied fitted with a new high-efficiency filter pad which will effectively stop dust particles as small as .5 micron. The face-piece is of soft aluminium so that it can be moulded to the face, and is held in position by two pairs of headstraps, one across the crown of the head and the other round the neck. A rolled lip prevents chafing under the nose. **Micro-Safir** filter pads comply with B.S.S. 2091/1954, i.e. in the methylene blue particulate test, penetration does not exceed 10 per cent.

Chapman & Smith Ltd., Holders Hill Circus, Mill Hill East, London, N.W.7.

Lighting

NEW PENDANT FITTINGS

FOR the firm that is considering new lighting fittings for its offices, boardroom, canteen or rest rooms, one suggestion is the Mazda range of **Satina** light fittings—pendant fittings in satin-etched white or pink opal glass. Each is intended for use with a specific G.L.S. lamp, either 60w or 75w, and altogether there are 69 in the range, based on twelve glass shapes, eleven of which are available either suspended singly or in units of up to six shades.



Satina pendants. Attractive and efficient.

One is available singly or in units of three to five shades.

Suspension is by a specially made circular P.V.C. flex in either matt black or glossy white finish. Lampholder assemblies and other suspension components are designed so that the weight is taken on a special cord grip. Fittings are normally supplied ready wired with a suspension length of about 36 in. between glass and ceiling. Mounting heights can be easily adjusted by shortening the flex from its ceiling

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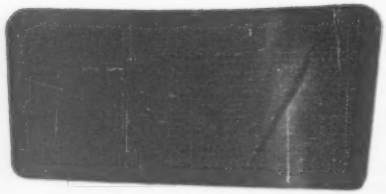

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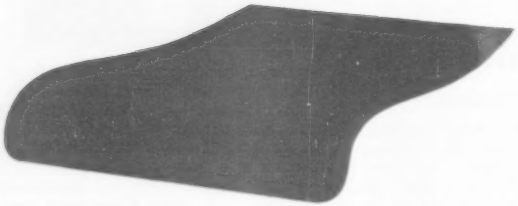

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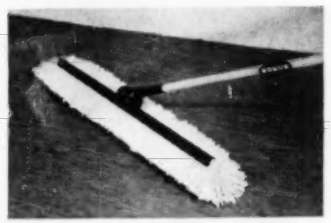
end, and the proportions of multi-shade fittings can be adjusted by altering the height of the spreader slides on the flex.

A.E.I. Lamp and Lighting Co. Ltd., Crown House, Aldwych, London, W.C.2.

Good Housekeeping

SWEEPING SIMPLIFIED

SAVING labour and materials, the new **Ronuk** sweeping mop eliminates all need for dust-allaying oils and sweeping compounds; and its cotton



yarn fringe is claimed to outlast the average broom by up to 50 per cent. The strong hinged 5-ft. handle enables large spaces and awkward corners alike to be cleaned easily, quickly and without bending. The standard 18-in. size is priced at 42s., the extra-wide 28-in. size at 55s., both subject to normal quantity discounts.

Ronuk Ltd., 16 South Molton Street, London, W.1.

TRI-WHEEL VACUUM

LATEST addition to a well-known range of industrial cleaning and floor maintenance equipment is the Truvox light industrial vacuum cleaner which is mounted on three wheels for portability, and light and simple enough to be handled by unskilled female labour.

Operated by a 6-amp. double-pole "top tap" or "finger press" switch, the motor runs on a range of three AC/DC voltages—230/250, 200/220 and 100/110. Accessories consist of solid drawn steel extension tubes to cover the whole range of floor to ceiling cleaning (with a small bent tube which enables the dusting brush to clean the tops of pipes) and nozzles and brushes for floors, walls, carpets, upholstery and crevices. The hose is of interlock steel spiral fitted with a rubber handle grip reinforced with a steel spring.

Over-all height is 13½ in., and total weight, including 50 ft. of cable, is 24½ lb. Net user price is £36 and an extra accessory, the Mark IV spray gun and hose, costs £6 7s.

Truvox Ltd., 15 Lyon Road, Harrow, Middlesex.

'BALANCED' DETERGENT

A NEW all-purpose detergent especially designed for industrial use is **Syndet Sipex** claimed to achieve the best balance between wetting, foaming and detergency. It is sold as an easily-handled liquid which even at a low concentration, the makers say, is equally effective in hard or soft water. A few ounces per gallon are sufficient for both hand and automatic dish-washing, floors of all types, paintwork, tiles, etc.

Sipon Products Ltd., 23 Dryden Chambers, 119 Oxford Street, London, W.1.

Canteen

ICED DRINKS DISPENSER

THIS new, electrically-refrigerated, non-carbonated iced squash dispenser is called the **Acrokool.** Compact in size (it occupies only 14 in. square of counter space) with an over-all

height of 23½ in., it weighs approximately 85 lb. Refrigeration is by a completely hermetically-sealed system, incorporating a ⅛ h.p. "Sternette" hermetic compressor, spring-mounted and almost vibrationless.

An eye-catching feature is the constantly circulating squash which descends in a colourful cascade within the bowl. The cabinet is of electro-zinc-coated steel sheet, bonderized to prevent corrosion. The stove-enamelled finish of the cabinet is claimed to be totally unaffected by citrus fruit juices, and is available in a range of colours. The bowl (which has an operating capacity of 4½ gallons) and lid are made of clear perspex, and both bowl and satin-polished, stainless-steel drip-tray are easily removed for cleaning.

Crawley Bros. Ltd., 8 South Wharf, Paddington, London, W.2.

Welfare

GENERAL DISPENSER

A NEW general industrial dispenser is now being marketed, which, say the makers, should cater for average needs. It is operated by single-handed pressure, ejection being effected on the return stroke.

The mechanism is simple, involves no intricate parts, and is claimed to be

virtually trouble free. Container and cap are made from gravity die castings in non-corrosive, high silicon alloy. Capacity is 4½ lb., and the dispenser is supplied with screws for fixing to wall or bracket.

Brightwell Dispensers Ltd., Spenser Works, Railway Road, Newhaven, Sussex.

AIR TOWEL

THE **Air-Towel**—high-speed hand, face and hair dryer—(reviewed April, 1957) can now be demonstrated on the premises of prospective buyers. A specially built van has now been equipped to tour the country. The self contained installation includes a gas-fired steam boiler, wash basin and Air-Towel, together with the necessary service tanks, etc. It has been planned so that anyone interested can walk into the van and test the equipment under normal washing conditions.

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The Spiral Tube & Components Co. Ltd., Osmaston Park Road, Derby.

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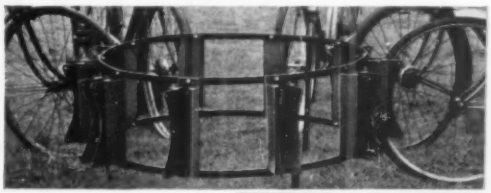
The ABIX Cycle Holder illustrated here has been designed for use in positions where our well known and popular types of cycle stand might not be convenient.

Robust and durable in construction made entirely of steel with a choice of stove enamelled or galvanised finishes.

The ABIX Cycle Holders will be found not only economical of space but remarkably quick and easy to use.

The front tyre is merely pushed between the spring actuated jaws of the holder when it becomes securely held and the cycle retains its normal upright position. The wheel does not come into contact with the holder and risk of damage to cycle, person, or clothing is obviated. If safety measures are thought desirable a lock and chain may be readily affixed by threading chain through holes provided in the jaws.



▲ ABIX Cycle Holders fitted on a frame of circular form some 3 ft. in dia. 10 cycles may be accommodated in this way with ample clearance between.

ABIX Cycle Holders ▶ fitted two sides of a wooden post, the four sides of which may be utilised if desired.

ABIX

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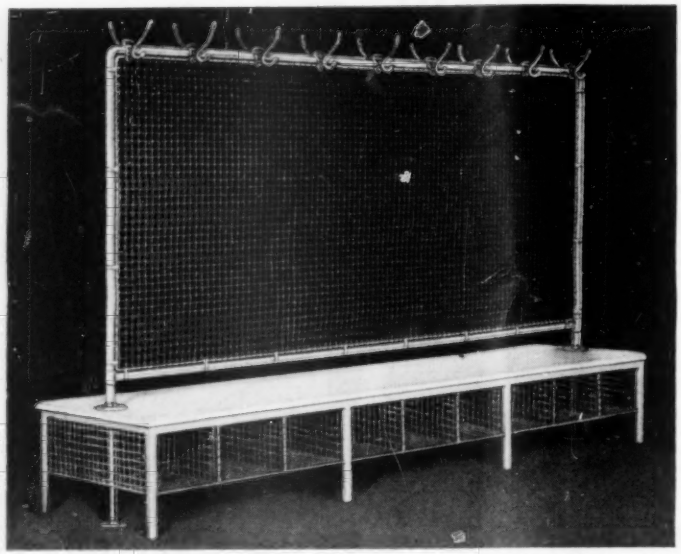

Fig. No. 2616: Also available single-sided for wall positions or base unit alone can be supplied together with hat and coat hooks for wall fixing. For complete range, please ask for List No. PMT 1009.

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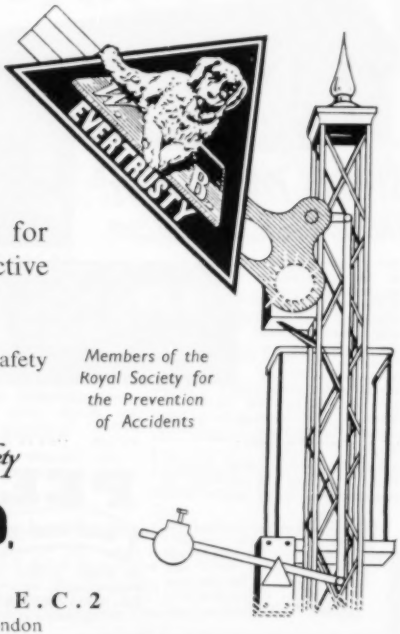

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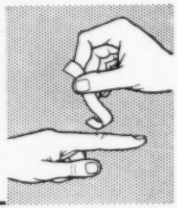

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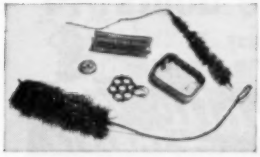

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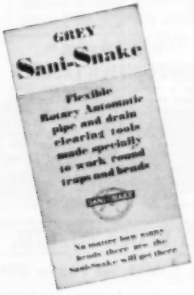

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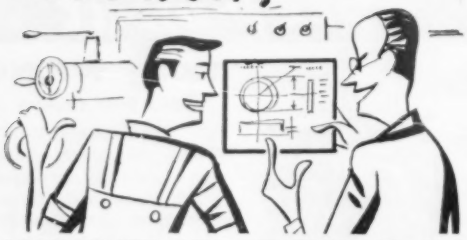

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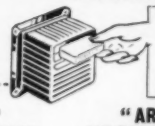

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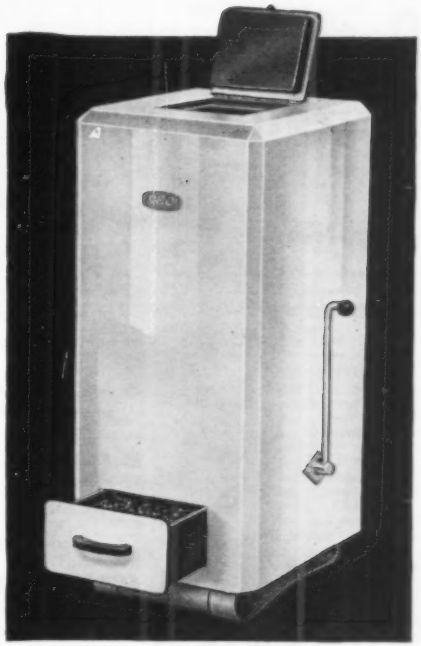

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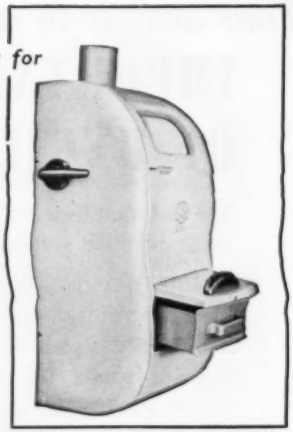

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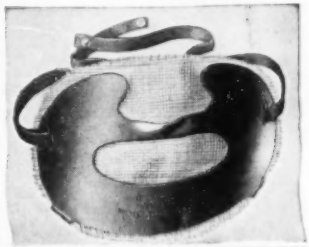

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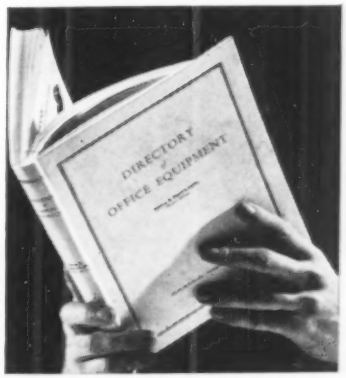

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